

SEPTEMBER 1, 1937



TWENTY CENTS

# Sales Management

- ★ The Miller-Tydings Fair Trade Act: Now That We Have It, What Shall We Do?
- ★ Human Angles in Saving the Salesman Who Hits the Skids, By J. D. Roberts
- ★ Survey Shows Drinking by Women is More General than Smoking—MRCA Study
- ★ A New Monthly Feature for Sales Management Readers: Marketing Pictographs
- ★ Significant Trends—Future Sales Ratings—Advertising Campaigns—Sales Letters

THE MAGAZINE OF MODERN MARKETING



## WE PUT A FOREST INTO A TEST TUBE

ONLY a small percentage of the wood you see in an average stand of timber is suitable for use in making Kleerfect, Hyfect and Rotoplate. Only the soundest, fresh green spruce logs measure up to the laboratory standards we have set for these perfect printing papers. Balsam and hemlock are good woods and excellent for the making of sulphite pulp—we use large quantities—but only flawless spruce ever gets into our grinders to form the basis of our refined groundwood pulp, screened four times to insure uniformity.

Even though the logs reach our mills by train and shipload, and must be handled with speed to keep manufacturing costs down and selling prices consistent, every log is carefully examined by a corps of men whose duties are to see that nothing but clean, healthy, unblemished sticks reach

the grinders. Black or rotten centers, soft spots, inturned bark, knots—anything that might mar an otherwise perfect sheet of printing paper is quickly removed.

Nothing is left to chance in a Kimberly-Clark mill. The quality of the wood fibres is under constant control so that the finished paper will have the most desirable of all qualities—perfect printability.

If you are a buyer of printing, a printer, or a publisher, find out just what these modern papers can do for you towards improving the readability of your messages while definitely lowering costs.

KIMBERLY-CLARK CORPORATION, Established 1872, Neenah, Wis.; Chicago, 8 South Michigan Ave.; New York, 122 East 42nd Street; Los Angeles, 510 West Sixth Street.

*This advertisement is NOT printed on Kleerfect, Hyfect or Rotoplate*

*Kleerfect*  
THE PERFECT PRINTING PAPER

*Hyfect*  
ALL-PURPOSE BOOK PAPER  
*Rotoplate*  
PREFERRED FOR ROTOGRAVURE

*Kind to your eyes*

**KIMBERLY-CLARK**

*Both sides alike*

**PRINTING PAPERS**











IT takes two to make a sale: the dealer must want to sell your product, and the consumer must want to buy it from him. ★ And your magazine campaign, to do a thorough job, must sell both sides of the counter. ★ That's why advertisers are turning to America's "double-barreled magazine" . . . are signing up, in increasing numbers, to—

BUY THIS WEEK AND GET—

MAGAZINE POWER

**BOTH**

NEWSPAPER SALES PUNCH



### It's an Abie

The New Oxford English Dictionary lists in ten volumes some 500,000 words with their definitions and multifarious uses. But odds are ten to one that its learned editors wouldn't know a "clameroo" if they they saw one, would hem and haw if asked for a synonym of "abie," and are totally in the dark as to the meaning of a "Godbox."

These and scores of other weird radio production terms are translated into everyday English in *Variety's* Radio Directory for 1937-38. Merely one item in that 1,104-page compendium of useful information about radio, the glossary of terms employed in broadcasting studios, is assuredly deserving of attention by students of language. For some of today's shop talk will inevitably creep into tomorrow's lexicons. *Variety*, long the amusement world's bible, expects that its annual Directory will be equally necessary on the desks of advertising executives. (Maybe we should call the latter "Scoutmasters," as does the glossary. Junior agency men are Rover Boys; junior-junior agency lads are grasshoppers.)

John S. Carlile, CBS production manager, translates scores of words and phrases in the mikemen's patois. "Abie," for instance, is anyone who is surefire. A "clameroo" is a program for which preparations are filled with uncertainties, and rehearsals filled with errors, with changes and failures, and which is likely to result in a bad performance. A "Godbox" is an organ.

Skipping here and there amid the terms we come on "Beards—see Fluffs." Both are errors made in obvious fashion during the course of a program, missing a gag or muffing a cue. "Crawk" is an animal imitator. "Drop and Ring" is a National Broadcasting Co. signal to drop the channels and ring chimes. A "fairy godfather" is an easy-going sponsor. A "fairy godmother," on the other hand, is an unimaginative musical director. The "Fish Bowl" is the clients' studio observation booth. A "flesh peddler" is an agent selling talent—a dealer in "white meat"—actresses.

"O. Henry" is the tag line on script material. "Segue" is the transition from one musical number to another without a break or announcements. "Two-in-Hands" are radio sketches composed chiefly of two characters, as Amos 'n' Andy.

And so *Variety* reports just one facet of the ever-growing, ever-changing radio scene. In commenting only on this phase of the Directory, we are slighting a wealth of solid facts, and history about radio programs and production, law and government, physical facilities, agencies and sponsors. It's all there. As *Variety's* mugs would say, a sockeroo.

### Big Shot Photographer

"Let your walls sell for you—they're preferred space," says Drix Duryea, America's leading photomuralist, whose wall decorations you've seen if you get around in the marts of commerce.

Mr. Duryea, naturally, does not recommend putting signs in

the office reading, "Chew XYZ Gum," or "Wear ABC Garters." His idea is that you ought to decorate your walls with attractive pictures that subtly dramatize your product or the making of it. Show cross-sections of your typical markets, he says, depict behind-the-scenes views of your factories, or in some other way, through wall decorations, suggest the personality of the company.

If you own a rope factory, decorate your reception room with an enormous, dramatic enlargement of a square rigger with plenty of rope visible. For a textile house, you might show looms and other machinery in operation. A fur company might show the vast wastes of the Arctic. (If you were in a hurry for the Arctic shot, the Duryea studios could fix you up, simulating snow with sand.)

An engineer who had drifted into architectural photography, Mr. Duryea made his first photomural about a dozen years ago to oblige a client. Brown Brothers, international bankers, were moving to a different location, and one of the executives was bemoaning the fact that a large wall map he had been using wouldn't fit into his new quarters. Mr. Duryea volunteered to reproduce the map, and did so, copying it in proper scale, by photography, and hand coloring it to fit the new surroundings.

Because of their larger audience, his industrial murals are best known. He says, however, that numerically he does just as many jobs for private homes as for business houses and public buildings. He makes a lot of murals for expositions, too, and has already received orders for 28 jobs for buildings yet to be erected, for the 1939 World's Fair in New York.

Mr. Duryea does not recommend that his clients limit their wall treatments to original camera studies. He suggests reproducing—by photography—old prints, maps, etchings, woodcuts, illustrations from old magazines, old fashion plates, and, in fact, any form of art favored by the client and suited to the general scheme of the room to be decorated.

The Duryea establishment has little in common with the normal type of photographic studio. Through sheer necessity, the former has evolved special equipment for large-scale work. Patents are pending for some of this equipment. There's a special type of enlarger, and a special formula has been worked out that permits the developing of a 25-foot strip of paper in a gallon of fluid. These are trade secrets, learned at the expense of countless sheets of paper that went into waste-baskets. Special technique has been acquired by the Duryea staff: A knowledge of perspective and composition, in relation to wall treatments; the knack of matching tone values—in montages, for instance, where widely varying photographs must be harmonized into a unified whole; skill in attaining absolute register for the strips that make up a mural.

Advertising agencies, according to Mr. Duryea, are going in increasingly for the "cross-section of markets" type of mural. Arthur Kudner's office, for example, has a 22-foot wall decorated by a cross-section of "typical American buying power," or, in other words, crowds of people who buy things. Mar-



For Niagara Hudson Power Corp., murals of the Falls.

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# AMERICA'S GREATEST BUSINESS PAPER GIVES YOU *PERPETUAL SALES MOTION!*



**SELLS AT HOME**

**SELLS AT POINT OF SALE**



**G**OOD HOUSEKEEPING never stops selling—in homes through its advertising pages... in retail stores through its three emblems. For Good Housekeeping is unique among magazines—it is a business paper for over 2,100,000 leading American industrialists.

To its readers Good Housekeeping is a magazine to work with, not merely to look at... to be read and referred to many times each month... to be believed, every word of it, its advertising pages as well as its editorial pages.

To its advertisers, Good Housekeeping offers not only a highly concentrated audience of good housekeepers, good providers and good buyers, but laboratories for research, standardization, labeling. In other words Good House-

keeping provides *buying guides* for its millions of readers and many times their number of other women to whom a Good Housekeeping emblem on anything is a *buy-word* of quality.

This double action, nay, this continuous action which Good Housekeeping—and only Good Housekeeping—provides for advertisers, makes this magazine the No. 1 American business paper... enjoying a tremendous influence with its large circulation and even bigger influence at the point of sale.

Nothing succeeds like Good Housekeeping... in providing *perpetual sales motion* for leading manufacturers.

## Good Housekeeping

EVERYWOMAN'S MAGAZINE

### BUSINESS PAPER TO AMERICA'S LARGEST BUSINESS—HOUSEKEEPING

SEPTEMBER 1, 1937

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## "This Chart Showed Me TWO MARKETS for Only ONE COST"

The experience of this executive will be yours when you examine the Plain Dealer's study of Ohio's Sales Tax figures.

Although there are five distinct marketing areas in the Compact Cleveland Market, (1) Cleveland, (2) 26 adjacent counties, (3) Akron, (4) Canton, (5) Youngstown, one of these areas—the 26 counties surrounding Cleveland form the second largest market in Ohio!

This closely-knit, 26-county market is included—at no extra cost—with the Cleveland coverage of the Daily Plain Dealer. At one low cost, the Daily Plain Dealer delivers the two largest markets in Ohio, containing 35% of the state's retail sales.

Write us—or John B. Woodward, Inc.—for Ohio's Sales Tax figures. These figures will help you sell more in Ohio.

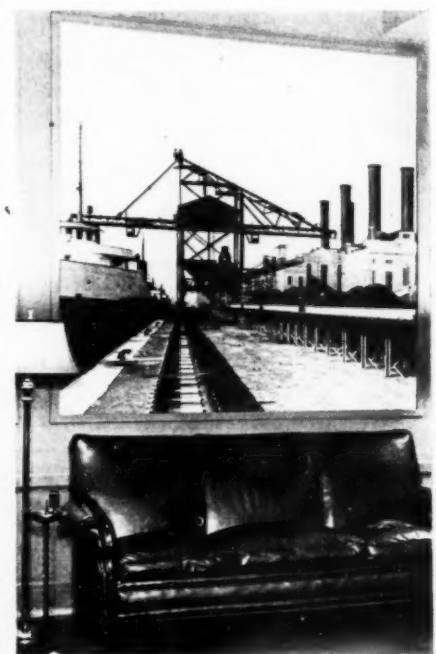
# Cleveland PLAIN DEALER

schalk & Pratt agency has three walls decorated with pictures of markets for American-made products: New York's swanky residential district, as seen looking north from the Chrysler Building; the Pittsburgh riverfront; and a Vermont village, complete even to church steeple.

This business of furnishing pictures of the crowds that make up typical markets isn't as easy as it sounds, says Mr. Duryea. Sometimes, but not often, the night picture can be bought from a photographic service organization. Usually the Duryea staff has to go out and photograph a crowd, or crowds. And crowds don't just happen spontaneously. When one does congregate, like as not it's the wrong kind, i. e. badly dressed; or men, if women are wanted; or with strained facial expressions, as when viewing an accident. A cameraman might stalk crowds for a week without finding exactly what's wanted.

There's one Duryea montage, machinery shown at unusual angles, which was installed upside down. It looks pretty good, though, and the owner hasn't wanted it taken down and applied right side up.

In case you're interested in trends, here are a few enumerated by Mr. Duryea: Maps, as subjects for murals, are growing in popularity. The demand for murals, for expositions, has doubled within the last three years; the demand for industrial murals for business firms has grown even faster, proportionately. There is a trend toward applying murals to large screens, permitting much more flexibility of treatment. Home-owners like to express their personality through murals; subjects tying in with hobbies are especially favored. Polo, aviation, fishing, gardening, all lead themselves to such treatment. Amateur photographers like to see their own camera shots enlarged and made into wall decorations.



Waiting visitors get a visual lesson on industry.

SALES MANAGEMENT

# *Indianapolis Means Business!*

- FOR DRUG PRODUCT ADVERTISERS



**4** OUT OF **5**  
DOLLARS SPENT IN  
INDIANAPOLIS DRUG  
STORES ARE SPENT  
BY READERS OF

Why skim the edges of the prosperous Indianapolis market? Why not reach its REAL buying power? Simplest way is to use the medium which already has the warm, close attention of more than 91,000 Indianapolis families and more than 60,000 key families in the Indianapolis Radius. Only one advertising investment is necessary!

## **THE INDIANAPOLIS NEWS**

New York: Dan. A. Carroll • 110 E. 42nd Street

Chicago: J. E. Lutz • 435 N. Michigan Ave.

SEPTEMBER 1, 1937

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# Sales Management

VOL. XLI. NO. 5

SEPTEMBER 1, 1937

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### Notes from the Managing Editor's Desk

The new feature heralded with gongs and trumpets in the last issue materializes here and now. See "Marketing Pictographs," beginning on page 37. Most of us are too lazy—or haven't the time—to dig sales implications out of statistics. Yet we'd gladly use the stories figures tell if someone else would do this for us. Out of such reasoning grew "Pictographs." Need I add that we want to know if you like them?

John Allen Murphy has just delivered to us three articles based on a survey he has been conducting for SALES MANAGEMENT over a period of two months or more. These articles will be among the most important we have printed this year. They deal with lines of executive responsibility in major corporations in the clearance of sales and advertising budgets. Forty-three firms in divergent industries were used as the basis of the investigation. Part I, which will summarize the trends which emerged from Mr. Murphy's study, will appear as the leading article in the September 15 issue.

Because they've reduced selling by facts and figures to something approximating a science, R. Cooper, Jr., Inc., General Electric distributors of Chicago, get more than half the total business in that territory on multiple installations in apartments, apartment hotels, and similar buildings. Details will appear in an early article in which SALES MANAGEMENT interviews Stephen B. Maher, vice-president in charge of apartment house sales for Cooper.

—A. R. HAHN.

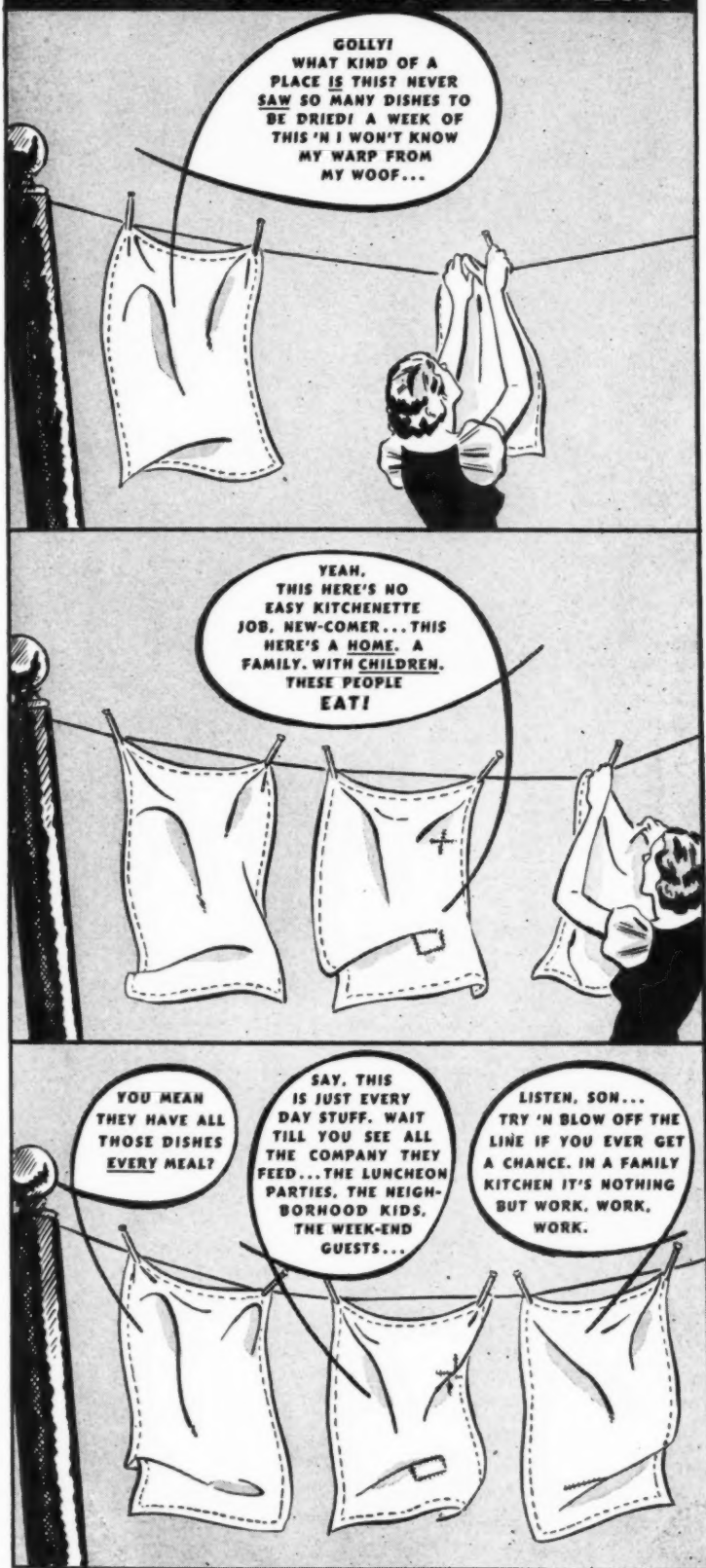


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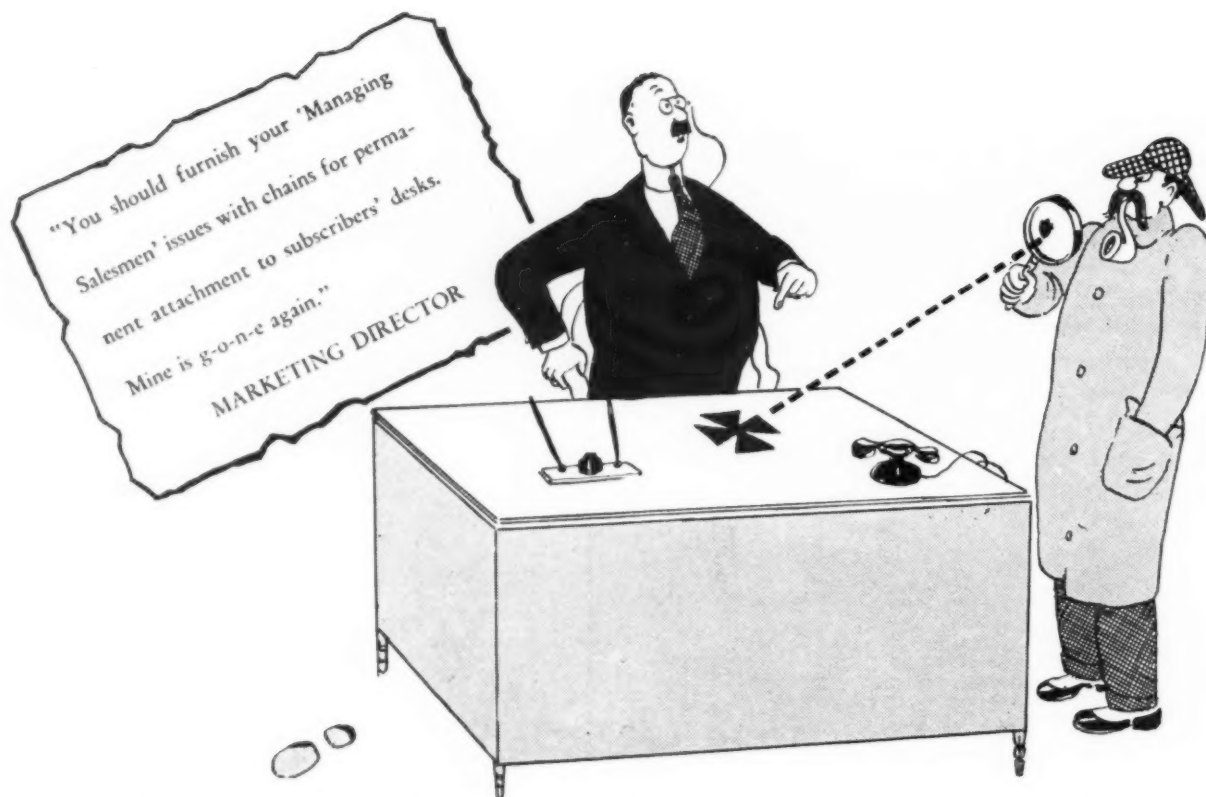
## THE DISHTOWELS' LAMENT



THE busiest kitchens are the *family* kitchens... the biggest food buyers are the women who are running a *home*. Obviously, then, one of the best food-buys ever set before an advertiser is the million-and-more circulation of The American Home.

Why so obvious? Because this 100% service magazine goes *only* to families who are running honest-to-goodness homes (setting a good table is a big part of the job). Because it reaches a higher percentage of families with children between 5 and 18 years of age than other magazines (children run up the food bill). Because 80% of our women shop for their groceries personally (what a chance to establish your brand!). And because for years we have given our readers more editorial lineage on food, published more good, sound recipes, than *any* other magazine (We're selling food to our 1,000,000. Are you selling 'em on your brand?)

There's no place like  
**The AMERICAN HOME**  
*for advertisers who sell anything for the home*



# The Mystery of the Missing Issue

It walks away from Sales Executive desks; disappears permanently from the company library. It's as elusive as quicksilver in the sales department. Searching sleuths report "no clues."

Then commence a stream of letters stating "Someone stole my copy of October 10th 'Managing Salesman.' Please send me another,"—one cause of our regular increase in the press run.

Reason for theft is *value of article stolen*. Because the annual "Managing Salesmen" issue of SALES MANAGEMENT is cram, jam full of factual surveys and helpful brass tacks articles that are red meat to Sales Executives, it is frequently "lifted," often quoted as worth the price of a year's subscription.

Send for something to permanently anchor *your* copy to your desk. Here's the Menu for "Managing Salesmen for 1938." New ideas on:

1. Hiring and Training Salesmen.
2. Compensating Salesmen.
3. Equipping Salesmen.
4. Stimulating Salesmen.
5. Controlling Salesmen.

Among the feature writers: Donald R. G.

Cowan, Chief Statistician, Swift & Co.; Ray Comyns, Sales Manager, Drug Sundries, E. R. Squibb & Sons; Robert MacMurray, Executive Secretary, Psychological Corp.; new surveys on salesmen's expense account practices and incentive compensation plans; figures on automobile expenses; new ideas on visual sales presentations and sales tools; resultful sales content plans; reviews of the most important sales films of the year; a score or more of other features dealing with greater sales efficiency.

\* \*

Manufacturers of products which contribute toward the more efficient production of sales, or services which do likewise, make one of their most important annual advertising investments when they use this October 10th issue of SALES MANAGEMENT's "Managing Salesmen for 1938."

Here is a reference issue used *thruout the year*, both for editorial material and the "where-to-buy" for products and services. Here's one place where your advertising dollar operates at full capacity. Write for rates and positions open. Sales Management, 420 Lexington Avenue, New York.

Coming  
OCTOBER  
10th  
"MANAGING  
SALESMEN in 1938"

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SALES MANAGEMENT

---

# MINNESOTA'S FOURTH ANNUAL BUSINESS MAP NOW READY . . . . .

***\$360,000,000.00 Farm Income Forecast  
in 1937—a Million Dollars a Day!...***

GRAPHICALLY PORTRAYING THE UNUSUALLY FINE CONDITIONS NOW PREVAILING IN THIS COMMONWEALTH, THIS BUSINESS MAP SHOULD BE IN THE HANDS OF EVERYONE INTERESTED IN THIS OUTSTANDING MARKET OF THE NORTHWEST . . . BOTH CROPS AND PRICES SHOW A SPLENDID INCREASE—MAKING THE GENERAL FARM INCOME HIGHER THAN IT HAS BEEN SINCE 1929 . . . BECAUSE OF THAT PERFECT COMBINATION OF CIRCUMSTANCES—GOOD CROPS AND GOOD PRICES—THE MARKET POTENTIALS FOR THE ENSUING TWELVE MONTHS ARE HIGH INDEED.

***SEND FOR YOUR COPY NOW!***

See for yourself, and have available for ready reference, the factual presentation of Minnesota's steady growth as one of the prime farm centers of the country. Maps, charts and collected data forcefully portray the leading position now held by this state—a state which in 1937 will show a farm income of approximately a million dollars a day!



If you have not already received a copy, address any of the signatures below and one will be sent you promptly. And do it now, because your market data files will not be complete nor up-to-date until they include the 1937 Business Map of Minnesota.

MINNEAPOLIS JOURNAL  
MINNEAPOLIS STAR  
MINNEAPOLIS TRIBUNE  
W C C O

ST. PAUL DAILY NEWS  
ST. PAUL DISPATCH-PIONEER PRESS  
K S T P  
W T C N

THE FARMER, ST. PAUL



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Atlantic Fisherman  
Automotive Industries  
Aviation  
Bakers' Helper  
Bakers Weekly  
Blast Furnace and Steel Plant  
Brewers Journal  
Brewery Age  
Brick and Clay Record  
Buildings and Building Management  
Bus Transportation  
Canadian Transportation  
Ceramic Industry  
Chemical and Metallurgical Engineering  
Coal Age  
Concrete  
Construction Methods and Equipment  
Cotton  
Daily Metal Trade  
Diesel Power and Diesel Transportation  
Electrical Contracting  
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Factory Management and Maintenance  
Fire Engineering  
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Paper Mill and Wood Pulp News (The)  
Petroleum Engineer (The)  
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Power Plant Engineering  
Printing Art Quarterly (The)  
Product Engineering  
Railway Age  
Railway Electrical Engineer  
Railway Engineering and Maintenance  
Railway Mechanical Engineer  
Railway Signaling  
Refiner and Natural Gasoline Manufacturer  
Rock Products  
Shears (Package Manufacturing Journal)  
Shoe and Leather Reporter  
Soap  
Southern Power Journal  
Steel  
Textile Bulletin  
Textile World  
Timberman (The)  
Traffic World (The)  
Transit Journal  
Water Works Engineering  
Water Works and Sewerage  
Welding Engineer (The)  
Wood Worker (The)

# It's *always*

—directing an advertising  
and selling program!



Just as in navigating a stormy sea, all available guides to skill should be employed. But although reliable business papers possess a special knowledge of the markets they serve, many advertisers overlook this trustworthy source of guidance.

By "reliable" we mean the A.B.P. sort of publications that employ highly trained editors whose sole obligation is to glean and interpret important events, to advance practical ideas, to render tangible help to readers who want it enough to pay for it . . . the kind that devote themselves so diligently to the subscribers' interests that they can truthfully offer advertisers "packaged influence" reaching a "conditioned" audience.

Men who represent A. B. P. publications have under their hats, and in their files, a specialized knowledge that can help you steer a true course to advertising economy and maximum sales results.

## THE ASSOCIATED BUSINESS

# Foggy Weather

They are more than "space peddlers". They'd rather hear about your sales problems than extol the virtues of their publications, for only then can they be of genuine help, whether the solution indicates their own papers or not. And you can be sure that they will respect your confidence!

Next time you see the A.B.P. symbol on a man's card, toss him a few questions that bear upon your market objectives. If he can't make a helpful suggestion based on his own experience in his publication's field, the chances are excellent that one of his editors can.



## TWELVE WAYS THE A.B.P. PUBLICATION REPRESENTATIVE CAN HELP YOU:



1. To sense and evaluate significant trends.
2. To determine market potentials.
3. To suggest product or package changes.
4. To help you select and reach your prime prospects.
5. To help plan sales and advertising strategy.
6. To aid in improving sales and distributive setup.
7. To help you see your business as business sees it.
8. To scan copy for trade jargon.
9. To suggest new products, or new markets for old products.
10. To suggest ways to make sales promotion more effective.
11. To help devise practical merchandising material.
12. To point out specific sales opportunities.



The 1937 A. B. P. Blue Book brings you a two-edged yardstick of media value: impartial A. B. C. measurement of reader interest in terms of net paid circulation, **PLUS** authentic facts relating to editorial scope and readership analysis.

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(Classified List, Continued)

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 Boot and Shoe Recorder  
 Building Supply News  
 Canadian Grocer  
 Chain Store Age—Administration Edition  
 Chain Store Age—Druggist Edition  
 Chain Store Age—General Merchandise  
 Variety Store Executives Edition  
 Chain Store Age—Variety Store Managers Edition  
 Chain Store Age—Grocery Executives Edition  
 Chain Store Age—Grocery Managers Edition  
 Corset and Underwear Review  
 Crockery & Glass Journal  
 Domestic Engineering  
 Dress Accessories  
 Dry Goods Economist  
 Electrical Merchandising  
 Electrical South  
 Electrical Wholesaling  
 Furniture Record  
 Geyer's Stationer & Business Equipment Topics  
 Gift & Art Buyer (The)  
 Hardware Age  
 Hardware and Metal (of Canada)  
 House Furnishing Review  
 Infants' and Children's Review  
 Jewelers' Circular-Keystone (The)  
 Linens and Domestics  
 Mida's Criterion  
 Milk Dealer (The)  
 Mill Supplies  
 Modern Packaging  
 Motor Age  
 Petroleum Marketer  
 Radio Retailing  
 Southern Automotive Journal  
 Spirits  
 Sporting Goods Dealer (The)  
 Sporting Goods Journal  
 Underwear & Hosiery Review (The)

### PROFESSIONAL • INSTITUTIONAL • SERVICE

Advertising Age  
 Advertising and Selling  
 American Business  
 American Hairdresser (The)  
 American Restaurant Magazine (The)  
 American School Board Journal (The)  
 Architectural Forum (The)  
 Architectural Record (The)  
 Casualty Insurer (The)  
 Catholic School Journal (The)  
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 Hospital Management  
 Hotel Bulletin  
 Hotel Management  
 Hotel Monthly (The)  
 Industrial Arts & Vocational Education  
 Insurance Salesman (The)  
 Laundry Age  
 National Cleaner & Dyer (The)  
 National Underwriter (The)  
 National Underwriter Life Insurance Edition (The)  
 Pencil Points  
 Printers' Ink  
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 Real Estate Record  
 Restaurant Management  
 Rough Notes  
 Sales Management  
 Signs of the Times  
 Starchroom Laundry Journal (The)  
 Tide



PAPERS • INC.

369 LEXINGTON AVENUE  
NEW YORK CITY



# Sales Management's Future Sales Ratings

## KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best Relative Outlook
- ★★★★ Very Good Relative Outlook
- ★★★ Good (Medium) Relative Outlook
- ★★ Fair Relative Outlook
- ★ Least Impressive Relative Outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry marked ★★★★★.

	Sales Prospect for Sept., Oct. & Nov.	Sales Prospect for Next 12 Months		Sales Prospect for Sept., Oct. & Nov.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Lawyer's Income.....	★★★	★★★
Air Conditioning.....	★★★★★	★★★★★	Liquor (Alcoholic Bev.)..	★★	★★
Aircraft (Sales of Air- planes).....	★★★★★	★★★★★	Luggage.....	★★★	★★★
Aircraft (Passenger and Frt. Revs.).....	★★★★	★★★	Machine Tools.....	★★★★★	★★★★
Autos (New Car Sales) ..	★★★	★★★	Machinery (Agr'l.).....	★★★★★	★★★★
Auto Tires.....	★★★★	★★★	Machinery (Ind'l.).....	★★★★★	★★★★★
Baked Goods (Bread) ..	★★	★	Meats.....	★★★	★★★
Baked Goods (Specialty)	★★★	★★★	Metal Containers.....	★★★★	★★★★
Banks (Revenues).....	★★★	★★★	Motion Picture Receipts	★★★★	★★★★
Beer.....	★★★	★★	Musical Instruments.....	★★★★	★★★★
Building Materials.....	★★★★★	★★★★★	Office Equipment.....	★★★★★	★★★★
Candy & Chewing Gum.	★★	★★	Oil (Cooking).....	★	★
Canned Fruits and Vegetables.....	★★★	★★★	Paint.....	★★★★	★★★★
Cereals.....	★	★	Paper (Newsprint).....	★★★	★★★
Chemicals (Misc.).....	★★★	★★★	Paper (Wrapping).....	★★★	★★★
Cigarettes.....	★★★	★★	Photographic Supplies..	★★★★	★★★★
Cigars.....	★	★	Physicians' and Den- tists' Income.....	★★	★★
Clothing (Men's, Women's, Children's)	★★★	★★★	Plastics.....	★★★★★	★★★★★
Coal (Anthracite).....	★	★	Printing and Publishing Equipment.....	★★★★	★★★★
Coal (Bituminous).....	★	★★★	Radios.....	★★★★	★★
Cosmetics.....	★★	★★	Railroad Equipment.....	★★★★★	★★★★
Cotton Textiles.....	★★	★★	Railroad (Net Income)..	★★★	★★
Dairy Products.....	★★	★★	Rayon Textiles.....	★★★★	★★★
Department Stores.....	★★★★	★★★★	Real Estate Rentals.....	★★★	★★★
Diesel Engines.....	★★★★★	★★★★★	Refrigerators.....	★★★	★★
Drugs and Medicine ..	★	★	Restaurants.....	★★★	★★★
Electrical Equipment (Heavy).....	★★★★★	★★★★★	Rural Stores.....	★★★★★	★★★★
Electrical Equipment (Light).....	★★★	★★★	Shipbuilding.....	★★★★★	★★★★★
Exports.....	★★★★★	★★★★	Shoes.....	★★★★	★★
Flour.....	★	★	Silk Textiles.....	★★	★★
Furs.....	★★★★	★★★	Soap.....	★★★	★★★
Gasoline and Oil.....	★★★★	★★★	Soft Drinks.....	★★★	★★
Glass (Plate).....	★	★	Sporting Goods.....	★★★★★	★★★★
Groceries.....	★	★	Stationery (Commercial).....	★★★	★★★
Hardware.....	★★★★	★★★★★	Steel and Iron.....	★★★★	★★★★
Hotels.....	★★★	★★★	Sugar.....	★★	★★
HouseFurnishings(Floor Coverings, Furniture, Beds, etc.).....	★★★★★	★★★★★	Toothpaste and Mouth Washes.....	★	★
Household Products (Kitchenware and Miscellaneous).....	★★★	★★★	Toys and Games.....	★★★★	★★★★
Imports.....	★★★★★	★★★★	Trailers (Auto).....	★★★★★	★★★★
Insurance (Misc.).....	★★	★★	Travel (Sea).....	★★★★	★★★★
Jewelry.....	★★★★	★★★	Trucks.....	★★	★★
Laundry.....	★★★	★★★	Utilities—Electric.....	★★	★★
			Utilities—Gas.....	★	★
			Utilities—Telegraph....	★★	★★
			Utilities—Telephone....	★★	★★
			Washing Machines.....	★★★	★★★
			Woolen Textiles.....	★★★	★★★

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## Fall Volume Rise of 10 to 15% Expected, Buying Shift Growing

Consensus of numerous authorities consulted in connection with Future Sales Ratings is that a strong seasonal uptrend in general retail sales shortly will get under way. Average Fall dollar volume is variously estimated from 10 to 15% ahead of the corresponding totals of 1936.

Such beliefs are based principally on indicated sharp gains in spending power. Manufacturing and non-manufacturing payrolls have been running \$300,000,000 monthly over last year. Farm income of more than \$1,000,000,000 over that of 1936 is indicated for this year. Most retail prices are higher, and preparations for a big Fall season are evident in substantially increased demand for credit. Business loans in July, as a matter of fact, were up to \$325,000,000, or almost double the July, 1936, figure. Finally, sentiment is greatly improved, with a subsiding of labor troubles and the development of material Congressional opposition to reform legislation.

## New Leisure Means More Sales

In spite of obstacles that have arisen to the business-favored wages and hours bill, the trend is definitely in the direction of higher wages and fewer hours. This is bringing a change in consumer buying habits (and will do so much more in the future). Greater leisure time during the week and longer week-ends through elimination of Saturday work means more time for automobile driving, more gasoline buying, more tires, more railroad travel, more time for beverage consumption, more time to take pictures, see movies and read magazines.

Trends of this type are continually looked for as a regular part of SALES MANAGEMENT's Future Sales Ratings surveys. They are weighed carefully by Peter B. B. Andrews, economist of Hemphill, Noyes & Co. and his assistant-specialists in various industries. Ratings are adjusted in line with conclusions made, and then taken before an editorial board of more than 25 authorities, including editors, trade heads, economists and statisticians and representing some of the foremost authorities and most reliable knowledge in the various specific fields. Since the ratings-estimates are thus kept in line by a growing number of checks and balances, SALES MANAGEMENT believes the forecast is steadily increasing in its value for sales planning.

SALES MANAGEMENT



# SIMPLICITY MAGAZINE EXPOSED!

## *Dr. Starch Gets Low-Down on Readers*

**A** RECENTLY completed survey by Dr. Daniel Starch has just come off the press. It's sizzling with news, eagerly awaited by advertisers of volume merchandise and sales and agency executives, who have been sceptically investigating the new 8,000,000 circulation giant—ever since Simplicity announced the acceptance of general advertising.

● Those remembering radical changes in list-making that followed as circulation peaks of magazines advanced from one to three to six millions, are now wondering how widespread will be the reverberations caused by a single block of monthly circulation, eight million strong; a 100% woman audience. (The same women who, last year, gobbled up 48,000,000 Simplicity-made patterns after reading Simplicity Magazine.)

● Sales Managers are already contemplating the merchandise-moving effect of 8,000,000 style-conscious women, simultaneously reaching for a magazine at 10,000 points of purchase; in retail outlets comprising four-fifths of all department stores and two-thirds of the syndicate store trade.

● Canny space buyers are still scratching their heads over this single medium with: coverage equal to three coast-to-coast radio networks; the life of a monthly magazine; a milline rate lower than the average newspaper.

● Flying pencils are discovering that here is "the nearest approach to perfect national coverage" to date—heavy, even circulation in every buying state, county and city from coast to coast. The secret: Simplicity Magazine follows the department and chain stores, is present in every volume market.

● And as for dealer influence—it speaks for itself. If 10,000 retail merchants bought and distributed Simplicity Magazine last year, which medium alone sold 48,000,000 items of their own merchandise, is there much doubt that these retailers know Simplicity Magazine can also sell yours?

● Naturally, thousands of questions have been shot at us about Simplicity Magazine. The Starch Report answers the important ones specifically, which we could answer only in general by drawing a composite picture of readers and explaining their reader interest in terms of behavior and habit.

● Those who have seen the Starch Report admit it's dynamite. For instance—in the homes of 1,002 readers interviewed in Worcester, Mass., 96.51% of the women who actually plan the meals read Simplicity Magazine. The significance to grocery, drug, and household appliance manufacturers of this startling fact becomes apparent when you extend this ratio to the entire 8,000,000 homes and find that Simplicity Magazine reaches more meal planners, more housewives, more homemakers than the total circulation of any other national magazine.

● But this is only one of the shocks in the Starch Survey. Dr. Starch's report is filled with heretofore unknown facts about YOUR customers. Isn't an audience of 8,000,000 important enough to intrigue any advertising, sales, or general executive out after volume sales? If you want tangible evidence of the absorbing interest of 8,000,000 women in one publication, send for Dr. Starch's startling report. Write to Simplicity Magazine, 419 Fourth Avenue, New York City.

# Go South!

## FOR FALL AND WINTER SALES

**I**N the South—where farming is the major source of income and where 47.3% of all retail sales are made in towns under 10,000—cash farm income for the first six months of 1937 increased \$213,096,000, or 32.5%, over the same period last year as against 17.7% gain for the United States.

*Last year 27 of the nation's 48 states had cash farm income in excess of \$100,000,000*

*—and 11 of the 14 Southern States served by Progressive Farmer were in this group.*

**For the past three years the South's cash farm income closely approached Two Billion Dollars Annually**

**and**

**For 1937 it promises to exceed Two Billions !**

Federal estimates of larger crops—three million bales more cotton—for the South than last year, together with the indications of stable prices for increased sales of crops and livestock, point to a larger cash income for Southern farmers in 1937 than in any year since 1929.

**W**HEN you "Go South" use Progressive Farmer. With dominant coverage and influence it provides an unequalled medium for reaching this important market.

### Progressive Farmer

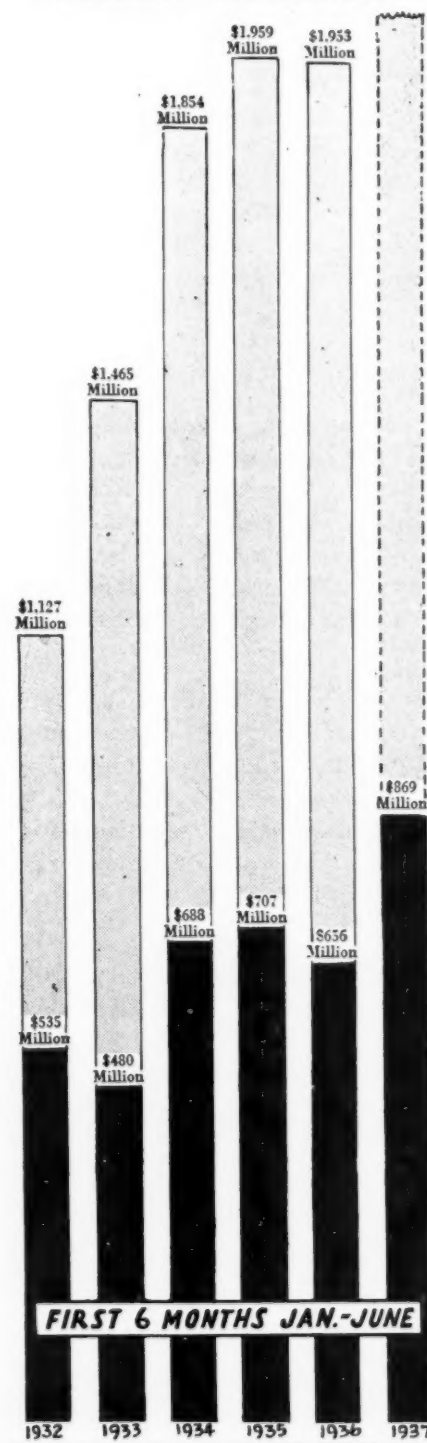
*and Southern Ruralist*

BIRMINGHAM      RALEIGH      MEMPHIS      DALLAS  
250 Park Avenue, NEW YORK      Daily News Bldg., CHICAGO

**"IN THE RURAL SOUTH, IT'S PROGRESSIVE FARMER"**

[14]

### TOTAL SOUTH CASH FARM INCOME



SALES MANAGEMENT

# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending September 1, 1937:

## Workers' Buying Power

In their monthly Survey of Business, the American Federation of Labor analyzes the balance between production and workers' buying power. The Federation points out that the balance between production and buying power must be kept if prosperity is to last, and claims that in the first half of last year the balance was rapidly being upset, with production increasing 9%, while buying power rose only 4.5%.

• • • This year, so says the AFL, buying power rose 7.5% and production, slowed up by the apprehension of strikes, rose only 3%. If the figures for those two periods are combined it will be seen that 1937 to date has readjusted the balance, for in the two periods combined there has been a 12% gain in production and a 12% gain in buying power.

• • • The New York Times' weekly business index, which is a weighted composite of carloadings, steel production, electric power, automobile production, lumber production and cotton mill activity, last week reached a new recovery high and is within easy striking distance of the Fall, 1929, period. The 1929 high was 114% of estimated normal and the index stood last week at 110.9%.

• • • There are several interesting angles to the recently-announced decision by R. H. Macy & Co. to sell its own brands on a national basis. The Macy brands will be wholesaled through the recently organized Supremacy Products, Inc., under a selective and exclusive plan of distribution. Only one store in a trade area will be sold and the merchandising policy of such a store must be in line with that of Macy's.

• • • Paul Hollister, vice-president of Macy's, when asked what the store's reaction would be if a distributing store cut prices of Macy's brands below those charged by Macy's, said that his company would make no complaint.

• • • Crichton Clarke, counsel for the American Booksellers Ass'n, pointed out that while the private brands to be offered to other stores are "price free", no stores in the Macy trading area will be permitted to buy the products. And he went on to say, "Macy does not care how much its private brands are cut in other markets, but it will not permit them to be cut within its own trade area. What would seem more ridiculous than to find Macy's private brands sold within its own trading area at prices less than the same products could be bought for at Macy's store? If it is not an acceptance by R. H. Macy & Co., Inc., of the principle of price maintenance within its own trading area, I certainly wish Mr. Ralph Straus or Mr. Q. Forrest Walker, Macy's economist, would explain what it is."

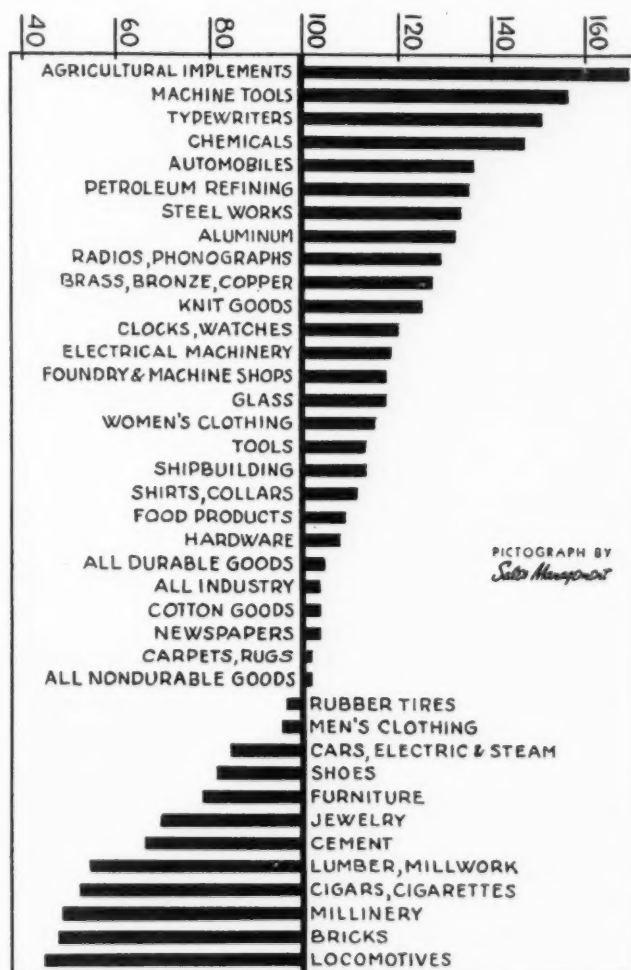
• • • The first store to take on the line, Fowler, Dick & Walker of Wilkes-Barre, reported that the initial consumer response to the store's introduction of the line of Macy drugs and cosmetics greatly exceeded expectations.

Approximately 15% of the original shipment was disposed of the first day. The store pushed the new line through large-size announcement copy in the Wilkes-Barre Record.

• • • And speaking of price-maintenance—see page 23 of this issue for William H. Ingersoll's splendid article on how to achieve price standardization under the recently enacted Miller-Tydings Bill.

• • • The chain stores of the country, speaking through the Institute of Distribution, Inc., reported tremendous gains, both tangible and intangible, through their special promotion of bottled milk. It is generally believed that the promotion plan was instituted in order to gain the friendship and good will of farmers, thus minimizing the danger of anti-chain store legislation.

• • • The plan originated in the mind of Fred J. Griffiths, president of the Pennsylvania Drug Co., New



How Do Today's Payrolls Compare, by Industries, Taking 1923-25 Average as 100?

The Bureau of Labor Statistics figures on total factory payrolls for the first half of 1937 reveal variations by industries as shown above; readers of SALES MANAGEMENT who pay for their wives' hats are expected to lift a quizzical eyebrow over the third bar from the bottom.



York. He maintained that it would "(1) help all of the participating stores to increase their own milk sales, and (2) substantially help the farmer to dispose of his seasonal milk surplus, thereby permitting our type of store to render a noteworthy public service." The June campaign ran in variety stores, drug stores and food stores. According to government figures, the average dollar sales in variety stores increased 1.5% during June, 1937, over June, 1936, yet milk sales increased 34.6%, and secretaries of milk-producing associations showed their appreciation by deluging the chain store group with thank-you letters.

• • • Washington observers expect fireworks soon in the offices of the Federal Communications Commission. Charges of monopoly against broadcasting chains will be fully aired and ditto for favoritism with licensees. Newspaper-owned stations are expected to come in for special investigation, because the claim will be advanced they have a corner on advertising.

• • • Automobile manufacturers and sales financing companies are starting to trim the length of installment contracts, and a survey of installment credit is about to be started by the Bureau of Foreign and Domestic Commerce, prompted apparently by fears that the volume at some future time might get too high and the terms too long.

## Building Boom Busts?

Though 1937 building construction shows a substantial percentage increase over the meagre levels of the past few years, activity has fallen far short of prediction. There is no question about there being either a housing shortage or a wide-spread economic revival, but a recent nation-wide survey made by the Northwestern National Life Insurance Co. indicates that middle-class families are postponing or cancelling their home-building plans in considerable numbers. In only 18 out of 83 cities reported in the survey was home-building little affected by the rise in costs.

• • • According to a recent study by the Brookings Institution, twenty billion dollars will be needed in the next five years for building construction. Last year's total figure, according to F. W. Dodge Co., was in the neighborhood of two billion dollars, and for the first seven

months of 1937 the total volume of construction undertaken in the 37 eastern states reached 1.8 billion.

• • • A really healthy building increase is needed to overcome the unemployment situation, for as shown by the Pictograph on page 42, employment in building is only about 45% of the 1929 figure.

• • • But the news of other industries is highly encouraging: The Federal Reserve Board's index of July department store sales was at 94% of normal, after running at 93% for several months . . . Bank debits for July were up 8% over last year . . . Half-year sales of electric refrigerators were up 18% and rural retail sales for the period were up to within 3% of 1929 . . . Daily average sales of variety stores for July were the highest on record for that month. Cities where July business improved 4% or more over June, according to a survey made by Brooke, Smith, French & Dorrance, included Akron, Chattanooga, Cincinnati, Cleveland, Evansville, Kansas City, Knoxville, Los Angeles, Minneapolis, Oklahoma City, San Diego, Scranton, St. Louis, Syracuse, Topeka and Youngstown.

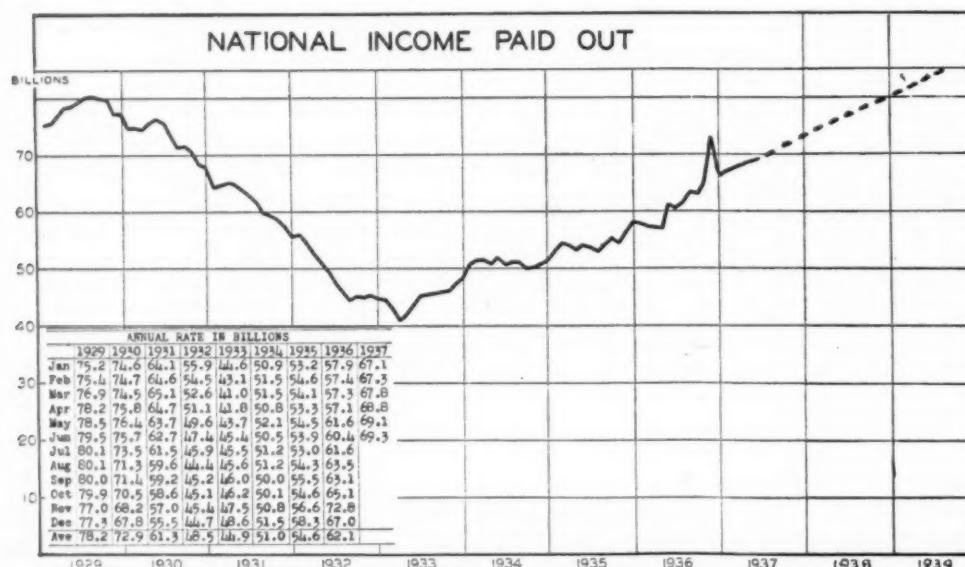
## Youth Appeal

A current survey by the Market Research Corporation of America discloses significant findings of purchases made by persons under 40: They buy 62% of all new automobiles, 76% of all new homes and household furniture, 65% of all home equipment.

• • • The figures quoted above say nothing special about radios, but it seems obvious that the new arm-chair models which provide for easy and accurate tuning through push-buttons, should be welcomed by the

- 60% of people who have defective vision.
- 40% of people who are overweight.
- 25% of people who are partially deaf.
- 14% of people who are left-handed.
- 6% of people who have flat feet.

• • • During the height of the boom in the Old Gold contest there were many rumors that the Post Office Department would clamp down on big money award contests. Last week, however, P. Lorillard and Co., after announcing the winners of the first contest, released double spreads in 350 newspapers for appearance August 30, which carried news of a second contest with total cash prizes of \$200,000.

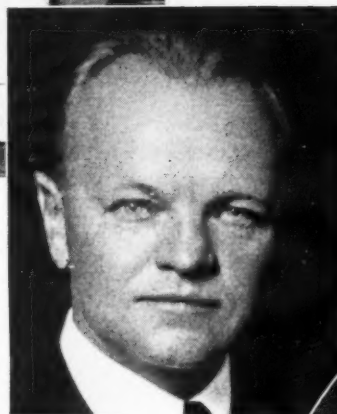


### National Income Due to Hit 1929 Peak in Summer of 1939

Colonel Leonard Ayres of the Cleveland Trust Co., makes a continuing month-to-month chart of national income. In his August 15 bulletin, he says, "if the general rate of increase that has been maintained during the recovery period should be continued, the national income may be expected to regain the high levels of the Summer of 1929 in about two more years, or in the Summer of 1939." To the chart appearing in that issue of the Cleveland Trust Co. bulletin, SM has continued the trend line (see dotted portion at right) to show roughly the expected upward climb of income.



**His Cup Runneth Over:** Paul Garrett, president of Garrett & Co., Brooklyn wine merchants, was recently presented with a loving cup filled with \$500,000 worth of orders and congratulations by his jobbers and salesmen. The occasion was in celebration of his 59th year with the firm, the 103rd anniversary of the latter's founding, and the 350th anniversary of Virginia Dare's birth. Garrett's original wine brand was named for her.



# News Reel

Hello: Thomas Tyson Cook, at left, is appointed assistant v.p. in charge of advertising by American Tel. & Tel. Harry W. Wilcox, below, formerly asst. ad mgr., moves up to ad mgr. Mr. Cook started with Pennsylvania Tel. (later the Bell Co.) 30 years ago. Mr. Wilcox is also a graduate from Pennsylvania Bell.



Photos by Converse Studios



**Standardized:** (Left) R. F. McConnell is promoted to asst. gen. mgr. of Standard Oil of Indiana's general sales division, succeeding the late H. A. Lewis. He joined the company as a clerk in 1907. Ever since 1929 he's been asst. gen. mgr. of sales in field divisions.

Photo by Bloom, Chicago

**Autodial:** (Below) Automatic Electric Co. brings out a telephone that dials any one of 12 frequently used numbers by merely depressing a lever. Other numbers are obtained in the usual way. A 52-number dial is also offered for people with that many friends. See "Marketing Flashes" for a radio that dials stations practically by itself.



**Changes:** Harry E. Petersen leaves the ad managership of Gruen Watch to become gen. mgr. of Air-O-Lite Corp., Chicago. Air-O-Lite is a reading lamp with an electric fan just above the bulbs. Mr. Petersen, 32 years old, has been with Gruen since last September.

SEPTEMBER 1, 1937



**Year-round Display:** Bauer & Black use spiral binding to increase the life of their Thermat heat pad counter display. Illustrated is the Fall message for hunters. Pages may be turned on the binding to reveal a Christmas, Winter, or other seasonal message. Hence, no ascan at clean-up times for this unit.

# Human Angles in Saving the Salesman Who Hits the Skids



BY  
**JOHN DUDLEY  
ROBERTS**

*Sales Director  
Imperial Candy Co.,  
Seattle*

When an able salesman goes sour on his territory, should he be replaced forthwith by a producer? Or should the management take the time and trouble to discover his private worries and patiently help to iron them out? This sales manager's belief in the latter policy is the most important reason why 75% of Imperial's salesmen have been with the company ten years or longer.

**"S**ALESMAN A's sales are down again *this* month—it's the third in a row that he has slipped. Guess we've got to let him go."

This kind of statement is probably repeated hundreds of times during a single business day throughout the country. It's easy to fire—and to hire. It's much more difficult, but much more profitable, to get good men and keep them. And—keeping them producing at the level which they can maintain.

Here at Imperial we are geared to a managing salesmen program which is slow to hire—even slower to fire. It's unusual, incidentally, that we have salesmen, for the usual candy custom is to route distribution through jobbers. Imperial Candy Co. has always sold its candies direct to dealers, however, and 31 years of this practice have convinced the management that a

candy line actively responds to the animation which direct contact affords. Seventy-five per cent of our sales staff of 30 have been with the firm ten years and longer—some as high as 14, 16, 18, 26 years.

From these figures, it will be seen that we do not take on a large number of new men, nor do we find the need to use any special means to search out likely prospects for our staff. Those men I interview are usually sent to me by another Imperial employe, a business or personal friend.

I have often nonplussed a prospective salesman by talking far afield of the business of selling candy or anything else. What does he do in his spare time? What are his hobbies? Pastimes? What kind of a home life? Children? What are some of his views on living? What is his character? As few of these may be answered by asking direct questions, two, three or

even more interviews are necessary in order to draw out a man to a point where we know something about him.

We use the standard application blank—but we really use it, even to a consultation of the references he has given. We like to go back over a period of two years, not to find out how successful a salesman he has been, but how he has been living. This is done with particular reference to his integrity, his good citizenship.

Not long ago we took on a new man who had been a merchant back in the Middle West. He had sold out his business, and come west with his wife and three young children. I didn't really become interested in this man until he said during one of his chats with me: "Life's too short to live in that country. I felt that I owed it to myself and my family to move out to a climate where we could really enjoy life, even if I earned less money." That observation hired him. He is turning out to be a fine producer; he is bringing a fresh enthusiasm to his job which is bound to get results.

## Timid Talker Often Best Bet

We find, interestingly enough, that the best talkers during an interview are not always the best workers on the sales front. In fact, a man who is a little ill at ease during an interview, even patently nervous, is often a better bet. The personality boy, who can put up such a fine impression, is apt to be a professional alibi artist—the type of man who is really responsible for the hire-and-fire school of action.

But the most careful hiring does not eliminate the need of managing men, simply because humans are humans, not robots. Salesman B is analyzed on paper, and it looks bad. Why, he hasn't been earning his salt for the past two months, let alone his salary!

To call Salesman B on the carpet for a why-can't-you brushing down won't do a bit of good, because this doesn't remove the cause of his slump. Remember that he *has* been an excellent producer; he has a good record. Nor will a group plan reach his case. In fact, a "pep" sales meeting, with everyone else smiling and seemingly on top of the world, is apt to have the reverse effect. Bulletins, written in

SALES MANAGEMENT



that vein of "see-what-the-others-are-doing — if-you-lag-behind-you-must-give-more-thought-to-your-work" are just as ineffective. To send a good stiff letter is to do even more damage.

It would seem that firing is the only way out, if all of these methods of "building" are born to fail. Yet, there is a way—a very simple plan of finding out what is wrong, and helping to correct it. I confess that this makes of sales management something more intangible—something more human, perhaps—than an efficiency age would like to recognize. But it has worked with us, even during those years labeled depression, when our sales organization stayed intact—and produced business—in spite of salary cuts and other exigencies of the lean times.

### The Three "Worries"

The "something wrong" usually falls into one or more of three classifications; Health worry, money worry, home worry.

Money worries are the easiest to iron out. In spite of adequate incomes, financial situations occur which bring on gray hairs. A man who has been helped over a financial crisis not only returns to his old stride in short order, but often goes to a higher level, in sheer momentum of will-to-do. Creditors, moreover, assume a more cooperative attitude when they realize that a firm works with a man in such an emergency.

I recall an instance of a man who had always been a good producer—and a good spender. No matter how much he earned, it was always spent as fast as it came in. When his growing children began to need more for higher education, he was caught without a reserve for this purpose. For one child in particular, who showed an aptitude for a profession requiring a long and expensive education, he found himself making plans which he could not carry out.

He began to brood because he couldn't do what he wanted for his family—and his sales coincidentally began to fall off at an alarming rate. Of course, I didn't know what was wrong at first. In this business of dealing with a slumping salesman, one can't just point an accusing finger, and say, "Now, tell all." It's a case of knowing the man, being close to him, having his confidence. It's also a case of firmly believing that the man is all right—the same producer he always has been—and that the only job is to find out what has changed the man and correct that.

(Continued on page 76)

SEPTEMBER 1, 1937

# Marketing Flashes

[Stations Dialed by Button-Pushing—Pioneer Auto Company Passes Milestone—Customers Help Sell]

## Magic Keyboard

Stewart-Warner Corp., Chicago, announces a line of 23 electrically operated radios and six battery models. Feature of the line is a Magic Keyboard, 15 keys, each of which, when pushed, instantly tunes in a station.

A co-op ad campaign has been worked out by the company that promises to bring forth the largest use of newspaper space in its history. For every radio bought by a distributor, S-W sets aside a fixed amount for newspaper ads in his territory. However, he must match the sum when the radio goes into his stock.

Electric signs, animated displays, banners and direct mail pieces are available to dealers. A talkie, made by Action Film Co., Chicago, will be used by distributors for dealer meetings. And Horace Heidt's orchestra is to plug the new radio over the Columbia network. Further, a 21-page ad ran in *Radio Today*, the largest trade ad anywhere since 1930. Hays MacFarland is agency.

Evidently distributors took a shine to the Magic Keyboard line, for when it was unveiled to them at a recent national convention they topped the previous record for buying by over 300%.



Press the button, zip, there's the station.

## Merry Oldsmobile

Oldsmobile division of General Motors counted 40 candles on its birthday cake August 21. Back in 1897 Ransom E. Olds was empowered by the stockholders "to build one carriage in as nearly perfect a manner as possible." He did, a horse-

less buggy that whizzed along at 18 miles an hour, and so started the industry's first commercially successful organization. That vehicle is now in the Smithsonian at Washington.

Dodge Brothers laid the foundation of their fortune through an order for 2,000 transmissions placed with their little machine shop by Oldsmobile. Cadillac, headed by Henry M. Leland, attributed its early growth to an order for 2,000 engines from Oldsmobile. Dozens of other men who made automobile history were associated with the Lansing, Mich., pioneer.

C. W. Nash, now chief of the company bearing his name, was at one time president of Oldsmobile. Roy D. Chapin, F. O. Bezner, Howard E. Coffin, R. B. Jackson and J. J. Brady were with the firm when "In My Merry Oldsmobile" was a new song hit. They established the E. R. Thomas Co., later the Chalmers Co. Four of them founded Hudson Motors. R. C. Hupp resigned as service manager of Oldsmobile to organize Hupp Motors. Founder Olds was also the organizer of Reo.

By 1901 Olds Motor Works produced 425 cars, which were sold to the Queen of Italy, Sir Thomas Lipton, Mark Twain, and other celebrities who disported in their curved dash runabouts. Next year the production had jumped to 2,500. Last year it was over 200,000. The industry's oldest company is currently rolling more than 1,000 cars a day off the assembly line.

## At Sales G.H.Q.

E. S. Crosby has been named president of Johns-Mansville International Corp., subsidiary of J-M Corp. He joined the firm in 1928 when J-M absorbed Celite Co., of which he was v-p. and director.

Three new v-p's. of J-M Products Corp. have been elected: A. R. Fisher, formerly manager of the company's largest factory at Manville, N. J.; J. P. Kottcamp, manager of the factory at Waukegan, Ill., and Alexander Cromwell, manager of Pacific Coast manufacturing.

Walter J. Heinze, until recently Mid-west district representative for Nash Motors division of Nash-Kelvinator, moves to the newly created post of southern s.m., in charge of the

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**Bicycle Limited:** Thousands of cyclists enjoy safe riding through bike excursion trains. They have been run with great success at such widely separated points as Boston, New York, St. Louis, Chicago, and Los Angeles. Operating on the same principle as ski trains, they travel to outlying districts where there are level roads without heavy traffic. Provision is made for carrying bikes in baggage cars. Those who do not own wheels may rent them. Pictured are cyclists at Kankakee on an Illinois Central Railroad bike excursion.

## The Bicycle Comeback: How an Old Sport Is Being Popularized

**I**N 1936, according to the Cycle Trades of America, 1,250,000 bicycles were produced in the United States. This showing, the industry's best, is noteworthy, in view of the fact that since 1899, when 1,182,691 bicycles were manufactured, production had not reached the half-million mark until 1935, when it totaled 639,439 units. Members of the industry expect 1937 production to equal or top that of 1936.

In the opinion of members of the industry, the come-back of the bicycle is the result of the aggressive publicity campaign conducted in the last two years by their association, the Cycle Trades of America. A few concede that other factors have also played a part in the revival: Vacationists who learned to ride in Bermuda returned to act as missionaries for cycling; Hollywood, concerned with slim hiplines, discovered the bicycle as a tool for healthful exercise; the custom has spread gradually from those women's colleges where it has been in vogue for years; and it represents a psychological revolt against our highly mechanized age, men and women (especially women) having learned once more the joy of going places under their own power.

Spending approximately \$150,000 in 1936, and \$350,000 this year, the C. T. A. has used radio and magazine advertising to promote cycling as a sport. It has also clamored for cycle

paths, and in some instances (all too few, it must be admitted) obtained them; sponsored safety campaigns; promoted cycling fashions for women; and furnished magazines and newspapers with dozens of photographs of pretty girls on bicycles.

Emphasizing safety and fashion themes, the C. T. A. radio programs are designed to appeal mainly to adults. A regular feature of each broadcast is a quotation from a sports, health, or educational authority on the advantages of cycling. It is known that children also listen to the programs, presumably to learn new arguments for reinforcing their pleas for bicycles.

There is a purpose in the aiming of C. T. A. propaganda at adults, and especially at women. Members of the industry believe that nearly every one of the 30,000,000 or so children in the land want bicycles. Next to lack of buying power, the greatest obstacle to the granting of this almost universal juvenile desire is parental objection, based on fears for the safety of young cyclists. Through directing its appeal toward women, the industry has not only widened its market (it is estimated that 30% of the bicycles sold last year were for women), but it has broken down considerable parental objection to cycling by children.

An important step in converting women to cycling was the introduction of the culotte, a divided skirt

which is both practical and becoming. Seeing the need of such a costume, the C. T. A. imported the culotte from France, then employed an American designer to adapt it for wear in this country. Sportswear manufacturers were afraid to touch it at first, and it was only after much persuasion that a few were induced to make it up in small quantities. With equal hesitancy, a few department stores stocked some of them. The American woman's response was the sensation of the garment industry in 1936. Factories worked overtime to supply the sudden demand for the new costume.

The C. T. A. also revived the League of American Wheelmen, an organization that had claimed more than 100,000 members in the heyday of the bicycle. A fashion director was appointed. The organization sponsored especially designed bicycle fabrics, blouses, hats, gloves, and shoes, the makers of which were entitled to use the official L. A. W. label. Acting jointly with department stores and such organizations as the Velvet Guild, it conducted a series of fashion shows, with professional models wearing the new bicycle modes. The most elaborate of these was held last September in Atlantic City. One of its features was a bicycle parade of inter-city beauty contestants for the selection of "Miss Cyclist."

Always on the lookout for promotional themes, department stores,



Cycle Trades of America, through radio and magazine advertising and a flair for attracting favorable publicity, have lifted bicycle sales to the highest point since 1889. Equipment makers, too, are enjoying a boom.

BY ETNA M. KELLEY



Motor Glide: Traveling along with bicycles to popularity is this Motor Glide, a product of Salsbury Corp., Los Angeles. It resembles a foot-power scooter, but with its Johnson motor can do 25 to 30 miles an hour, go 150 miles on a gallon of gas. Col. Roscoe Turner, says the firm's publicity department, has one in his plane for transportation to and from airports where he lands.

"Bicycle Hostesses": The Cycle Trades of America maintains headquarters on the Boardwalk in Atlantic City, where the public may rent bicycles, learn to ride, or receive information about bicycles. The girl at the right wears the L.A.W. insignia on her dress.

spurred on by the C. T. A., began to feature bicycles more extensively not only for their own sake, but to tie-in with sportswear promotion. Artists were instructed to include bicycles in their sportswear fashion drawings. It was found that bicycles enhanced the attention-value of window displays featuring children's wear. Last Autumn, James McCreery & Co., in New York, conducted a three-day bicycle school at which entire families took instruction in pedaling. The Fair (Chicago department store) put up posters and distributed circulars publicizing the Illinois Central's "bike train."

The renaissance of the bicycle has brought about better times not only for its manufacturers, but for a number of allied industries, including those who make and sell accessories. Made up of approximately 1,000 separate parts, the modern bicycle has advanced far beyond its unwieldy pro-

totype of 50 years ago. Streamline design, pneumatic tires, automatic lubrication—all these are taken for granted by today's cyclists. Sales of foot-operated stands, of wire "bike baskets," of speedometers, of built-in locks are all showing nice up-curves. The entrance into the picture of the adult who rides for pleasure has brought about a demand for a lightweight bicycle; manufacturers are supplying this demand. On the other hand, juvenile riders continue to favor heavy bicycles that resemble motorcycles; the youngsters like gadgets, and plenty of them. They like balloon tires. They like built-in horns and lights, too, and since safety laws in many communities require them, there is a chance that they will eventually become standard equipment on all bicycles sold in this country.

Tire manufacturers, in particular, are enjoying the bicycle boom. The U. S. Rubber Co. is reported to have

produced 4,000,000 tires last year; that company advertised *ten different kinds* of bicycle tires in the May, 1937, issue of *The American Bicyclist*. Gillette Rubber Co. of Eau Claire, Wis., states that its production of bicycle tires has increased 50% during the last few months, and is now up to 7,500 a day.

Members of the highly competitive bicycle and allied industries are noted for their unwillingness to reveal statistics, but here are a few straws indicative of what is going on in that field:

The Andrews Division of the Washburn Co., Rockford, Ill., manufacturers of wire hardware, last year enjoyed the best "bike basket" year of their quarter of a century of existence. . . . The American Iron and Steel Institute reports that 30,000,000 pounds of steel went into the manufacture of bicycles last year. The

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# The Salesman Who Thinks His Territory Is Rotten

BY BRUCE CROWELL



Ewing-Galloway

No market for quality products in a region where oxen still pull most of the plows? No market, where hard-caught fish bring less than a cent a pound? Just ask a certain Fuller Brush Man!

ON A STORMY evening last October when the St. Lawrence was kicking up a 30-foot spray and a bitter wind was screaming down from Labrador, I stood looking out of the window of a tiny hotel in St. Anne des Monts on the north shore of the Gaspé Peninsula. A young man who had been talking to the French woman who ran the place single-handed, finished his business with her and then, turning to me, smiled and spoke to me in French.

"Sorry!" I said, "I'm afraid my French is a little rusty!"

"Oh!" he smiled back, and then said, in perfect English, "I just wanted to introduce myself. I'm the Fuller Brush Man!"

I would have been less surprised if he had said he was Santa Claus.

Questions rushed to my lips which he answered amiably. He was a relatively new man with Fuller Brush of Canada. His territory was the Gaspé Peninsula—two trips a year out to Gaspé and back—in the Winter, of course, in a sleigh. He had won a prize in a recent sales contest and was pleased about it. I said:

"How did you happen to get this job?"

"I wanted to sell," he replied. "I had a friend who sold Fuller brushes and I got interested in them through him. You see, I wanted a *quality* product—the best of its kind in the field if possible—and a product that I could honestly guarantee and have a company stand back of it."

Now, if you know the Gaspé Peninsula, you know that it is a sparsely populated arm of land just this side of Labrador, peopled mostly by cod fishermen, hunters, lum-

bermen and simple country folk. Many of these people see as little as \$200 in cash in a year's time. Electricity is still enough of a novelty so that the tiny hotels having it advertise it on their signs. A growing tourist trade is bringing a little more money into the section now; but, by and large, life there is life in its simplest terms. Naturally the question that popped into my mind was this: Can anybody sell Fuller brushes in a place like this?

For answer, the salesman said: "Naturally, I do most of my business in utility items, like brooms. But I show my entire line, because I do not think salesmen should have preconceived ideas about what should sell. On this trip, for example, I've been cleaned out of shower-bath brushes—a luxury brush selling at \$3—a high price for this country. Why? I don't know!"

He took his leave—to make more calls in St. Anne that evening, though it was then 7:15 and pitch dark and a storm roaring outside.

I wish all the thousands of American salesmen who spend so much energy complaining about their "rotten territories" could have heard what I heard in that conversation. Selling Fuller brushes in a territory where fishermen get  $\frac{3}{4}$  of a cent a pound for codfish and the rate on most hotel rooms (including three square meals) is \$3 a day. Making progress in his job, too (I've since had a letter from his boss), glorying in his sales opportunity and his connection with a company that makes quality products, and kicking neither about his territory nor about prices being too high! Pushing around the frozen Baie de Chaleur in a sleigh when it's 25 below zero!

Have American salesmen gone soft? I wonder.

Reprints of this page are available at three cents each, remittance with order.

# The Miller-Tydings Act: Now That We Have It, What Shall We Do?

**T**HE passage and signing of the Miller-Tydings Fair Trade Act as a rider on the District of Columbia Revenue Bill ends a long, historic chapter in the story of American business, and it begins a new and equally difficult chapter. Sweeping changes have taken place in the channels of distribution since that memorable day in 1911 when the Supreme Court decided that trade-marked goods were no different from bulk commodities in regard to the makers' right to determine the prices at which dealers would re-sell such goods to the public.

## Congress Changed Its Mind

Last December in the Illinois and California Fair Trade cases the Supreme Court changed its mind and decided that there *was* a difference between these two classes of merchandise that justified a distinction in the eyes of the law. But the laws that were being tested applied only to intra-state transactions. Now, under the stimulus of that decision largely, Congress has changed its mind and has vouchsafed to business a right that it had failed to yield though petitioned at every session from 1912 to 1932 to grant the provisions of the Capper-Kelly Bill in interstate commerce.

The Miller-Tydings Bill, now enacted, applies only to transactions between the states having Fair Trade Acts, or states which have no laws or final court decisions forbidding price-maintenance agreements in their own internal commerce, but that makes it practically nationwide. There are only six states without Fair Trade Acts—Vermont, Delaware, Alabama, Mississippi, Missouri and Texas. The law is a sort of local option measure, somewhat similar in this regard to the Prohibition Repeal Act which lets each state determine whether it shall be wet or dry. It should be understood that price-maintenance contracts are legal in interstate commerce when the goods are to be resold in any state in which such contracts are legal whether it has a Fair Trade Act or not. In other words these contracts are legal as a natural right unless specifically forbidden by statute, as is the case in

What does the Miller-Tydings law mean? What are its implications so far as the national versus private brands fight is concerned? Mr. Ingersoll presents here an able analysis which answers both those questions.

**BY WILLIAM H. INGERSOLL**

*President, Ingersoll & Norvell, New York*

two states, Alabama and Texas.

But let us leave technicalities for the present. The main thing is that price-maintenance is now authorized in substantially the whole country. And what is going to be the result?

The new generation of executives is almost oblivious to the fact that price-maintenance was the rule of the land from the time that trade-marked goods came into vogue until about 25 years ago. True, it was based upon copyrights as to books and upon patents and secret processes as to other commodities, but those who needed it and knew how to use it had little trouble in finding a basis until near the end of the first decade of this century when the copyright basis was knocked out. Then followed the secret process basis in 1911 and, finally, the patents basis in 1913 when the Sanatogen case was decided.

## Then Brand Owners Rallied

These decisions came as a shock to the business community of their day. Prices had been so long and generally maintained by the producers of identified products that it seemed as though the bottom had dropped out of the business structure when this stabilizer was withdrawn.

A singular change in the positions of the advocates of the system has also come about. When the decisions were rendered it was the brand owners who were alarmed. They rallied and formed the American Fair Trade League which in one year spontaneously enrolled some 1,500 manufacturers, including the owners of practically all the prominent brands on the market. It was under their sponsorship that the first bill was drawn up to restore the rights that had been taken away. It was their organization

which had this bill introduced into Congress. This organization took charge of the repeated hearings before Congressional Committees considering the bill and for nearly 20 years bore the brunt of the educational work which laid the groundwork for what has just now come to pass.

## Retailers Now Most Concerned

The retail dealers did not think that they were primarily concerned with the matter. They left it to the manufacturers to carry the burden of the fight. When price-maintenance was lost there was no chain store organization of importance. A. & P., for example, had 500 or 600 stores as against their 14,000 now and most of the other chains had not been born. There were practically nothing but independent dealers who considered their rivals to be the department stores and the old mail order houses. They had no intimation that, when the price bars were dropped, the way would be opened for the new type of competitor to seize upon all the best established brands, slaughter them, and gain the confidence of the public that chains were the only places that knew how to give values. They did not foresee the landslide that consumer patronage was to take nor did they appreciate how this was going to facilitate the way of the newcomers in gaining dominance over manufacturers as their volume grew, so that they would become more and more able to dictate inside prices and allowances in their buying.

The retailers were slow in coming to their senses. It was not until the late 20's that they became effectively active in the price-maintenance fight. But this happened just about the time that the manufacturer grew tired of



the struggle. The retailers, therefore, picked up the torch as the manufacturers let it drop and to them goes the credit for having carried the program through.

The loss of price-maintenance was in considerable measure responsible for the startling rise of the chains. Under the old condition they wouldn't have gotten nearly so far. It is doubtful if they can hold their ground if manufacturers widely take advantage of the Miller-Tydings provisions, especially in the light of what has already taken place under the Robinson-Patman Act. The question is, to what extent are manufacturers going to resume control over the resale prices of their brands; which ones ought to do it; are the retailers going to be reasonable and wise in their tactics under the new dispensation; how will national brands fare under price-maintenance against private brands with the backing of the powerful chain organizations?

At any rate, the manufacturers and retailers have practically changed places in their attitudes toward price-maintenance between the time that the old system was lost and now when the new grant is received. Then the brand-owners were militant and the retailers complacent. Now the retailers are on the warpath and the brand-owners divided.

### Chains Gained Upper Hand

It was not merely that the manufacturers had become hopeless of success that they gave up the fight. More important were the changes that had taken place in distribution. In the beginning of the battle there was nobody of whom they were afraid, nobody with a big enough slice of their volume to interfere with their independence, nobody to whom they were beholden for the security of their position. In those days sales managers were sales *managers*, not supplicants for the favor of huge retailers who had come between them and the consumers whose demand previously had made them independent.

Today the combination of influences has permitted the great retailing organizations to divide honors with the strongest manufacturers and dispute with them as to which has the firmest grip on consumer good will. It has been pitiful to see how large manufacturers who formerly had had iron-clad policies for the fair and equal treatment of customers had recently become so far subjugated that they were forced to yield rebates and advertising allowances which the chains used to build up their own private

brands in competition with the brands of those supplying the advertising funds. Talk about handing your enemy a weapon to shoot you—has it got anything on that!

But the conditions were tough. The sweep of tendencies was so swift and deep-running that it was well-nigh impossible for an individual house to stand out alone and resist the tide without being swamped by it. Once the flood-gates of price cutting were opened by the Courts and the waters loosed, nothing short of governmental action could suffice to stay the flood. No other practical means was legal. It has taken all these years, with their evidence of ever-growing concentration in the field of distribution, to bring the necessary realization of what was going on. Now the remedy has been made available. Our lawmakers have seen the light. But have our business men the stamina left to do their part?

The executives who have come to

responsibility during the period since 1920 know only the environment with which they have had contact. It seems as normal and inevitable to them as bootlegging seemed to those who came to maturity during Prohibition. They have little vision of a better condition.

Executives are faced with a difficult situation, I know. In most cases their sales are divided between independent retailers who will demand reform and large accounts who not only want things as they have been in the recent past but whose survival almost demands it. These chains, too, are a product of conditions they did not create and their roots are in that soil.

If a manufacturer has a considerable share of his sales through chains which have been receiving jobbers' prices or lower and have been selling at less than is necessary to leave a reasonable profit to the smaller buyer, what shall he do? If he does nothing he may lose the support of the inde-

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## Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Direct Mail and Posters]

### 503 a Week

Admiracion Laboratories, Inc., Harrison, N. J., announces a 13-week contest, with 503 prizes weekly for listeners to its Mutual network radio show. Writers of the three best letters on "What was said to me after I first used Admiracion shampoo" get silver fox fur neckpieces, from Gunther-Fifth Avenue. A pair of silk stockings go to 500 other contestants. Every entrant will receive a "surprise beauty gift." Box tops are obligatory.

Charles Dallas Reach Co., agency in charge, says the contest starts Sept. 12.

### Sanovan Spreads Out

Completion of a year of testing in New England and northern N. Y. State by Sanovan, odorless household deodorant of Cosmos Chemical Corp., Boston, brings the product to the threshold of national ads and distribution.

BBDO agency will place copy in these publications starting with October issues: *S. E. P.*, *The American Weekly*, *This Week*, *Ladies Home Journal*, *Woman's Home Companion*, *Parents' Magazine*, *American Home*, and *Better Homes & Gardens*.

Distribution will be confined primarily to leading drug and depart-

ment stores, served through their local drug wholesaler. Pages are to be run in drug trade papers. Cosmos' own sales force will cover the larger eastern markets, with manufacturers' sales agents appointed elsewhere.

"Sanovan does not compete directly with anything in the drug trade," explains the company's Vice-President E. C. Whittemore; "for this reason, every sale of Sanovan means extra volume and additional extra profit."

### Tweed That's the McCoy

Nearly every dealer in shoddy clothing offers "gen-u-ine Harris tweed, just off the boat." Closest this "tweed" ever came to salt water is when the seller drops a tear on it as he describes his starving children and the consequent low price.

Peeved at these sharp practices, the real weavers of Harris tweed are starting a campaign in September's *Vogue* and *Esquire* to acquaint consumers with the Harris tweed label. As defined by the British Board of Trade, "Harris tweed means tweed made from pure virgin wool produced in Scotland, spun, dyed, and finished in the Outer Hebrides, and hand-woven by the islanders in their own homes in the islands of Lewis, Harris, Uist, Barra, and their several purlenances."

SALES MANAGEMENT



Registration has been made in the U. S. of the label, which can be attached only to sure-enough Harris tweed, and phoneys had better lay off.

Dorland International, Inc., account executives in charge, are reputed to be conversing with a bonny Hieland dialect th' noo.

## Pull in Your Neck

Anderson Co., Gary, Ind., advises motorists to "Pull in Your Neck" and use Sleet-Master—an automatic sleet-removing wiper blade that "hooks on any windshield-wiper in an instant."

Introduced late last season, with modest promotion, Sleet-Master rolled up a "spectacular" volume, "outselling all other anti-sleet devices." Present theme concentrates on buying sleet insurance "before sleet strikes." Trade copy appears in automotive and petroleum journals, with direct-mail broadsides supplementing.

Consumer portion of the drive comprises space in *Collier's*, *Life*, *S. E. P.*; weather reports on 33 "sleet belt" radio stations during October, November and December and posters for filling stations. Schwab and Beatty, N. Y., are agents.

## Gen. Hugh Takes Air

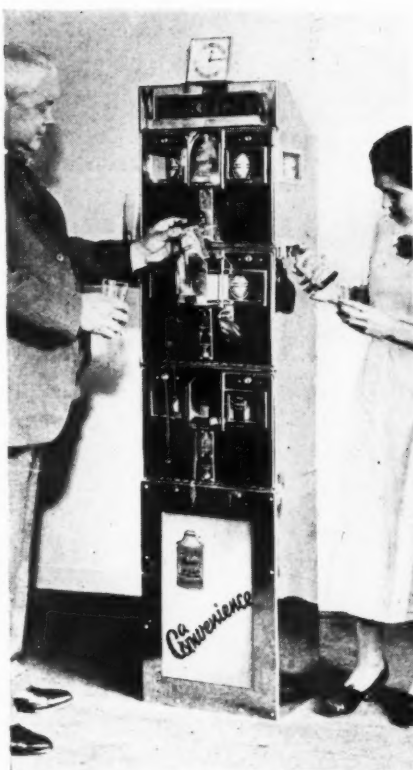
Gen. Hugh S. Johnson bows in as a radio commentator for Bromo Quinine (Grove Laboratories) four times weekly over NBC's Blue network. Old Iron Pants may be a teeny bit nervous, though we doubt it, for he has not done regular radio work heretofore. He will speak from New York, D. C., or Chicago studios—whichever is handiest in his travels. Stack-Goble is the agency.

## Paste vs. Powder

Perhaps no single slogan in advertising has been as valuable as Dr. Lyon's tooth powder command: "Do as your dentist does: Use powder." It has shoved the venerable product into youthful best sellerdom. It has set the teeth of paste manufacturers on edge, and has forced many of them to bring out their own powders.

Comes now Lambert Pharmacal's Listerine tooth paste with an ingenious hook onto the coattails of the powder's popularity. "What? Tooth powder in a tube!" queries Listerine through agents Lambert & Feasley, "Yes, because Listerine tooth paste is powder in the form of dental cream. Note how your dentist makes his powder into a paste to keep the fine particles from flying off his rapidly revolving brush.

"Similarly, for your convenience, we 'cream' the safest dental powders



**Suds-from-a-Slot:** In England cans of beer are being sold in automatic vending machines. Drop sixpence, 12 cents, in; open a drawer and there's your can. The self-service bar took English liquor authorities by surprise, so for the time being the vendor will be classed as a public house for license purposes. Therefore the machine is subject to the same opening and closing hours as ordinary "pubs." Instead of a proprietor to warn, "Drink up, gentlemen, closing time," a clock opens and closes this pub. The beer cans are supplied by Metal Box Co., Ltd., London associate of Continental Can.

into a paste, which is easy to put on the brush. No dentifrice goes down the drain or remains on the hands as with powder."

'Pears like Lambert & Feasley have converted a rival's strongest talking point into an argument for their own client.

## Chesterfield Back Again

Publishers of some 1,500 of the country's 1,800 English language dailies leaped into the air, cracked their heels together, and let out happy whoops on August 23. Chesterfield cigarettes, after an absence of several weeks, an absence which neither Liggett & Myers nor Newell-Emmett agency would explain, had returned to newspaper space.

No reason was given for the return on that date, and gratified publishers didn't cry. For a decade, ever since the Federal Trade Commission rapped Lucky Strike's knuckles for slurs on the sweets industry, Chesterfield has occupied top position among all na-

tionally advertised brands in newspapers.

Amid flood, strikes, breadlines, and crepe-bordered ticker tape, Chesterfield has been satisfying twice a week. Satisfying the newspaper publishers anyway, to the tune of from \$6,000,000 to \$9,500,000 a year. The semi-weekly insertions have meant the difference between red and black ink to plenty of struggling editors. They hope Chesterfield, after its holiday, is permanently back on the year-round schedule.

## And So Is Dr. Dafoe

Dr. Allen Roy Dafoe starts a return engagement on the Columbia network for Lehn & Fink's Lysol. October 4 is the date for the first of his series of thrice-weekly talks, with musical interludes. Five guesses are allowed as to what famous children he will mention ever and anon.

The same date will also mark the return of Pebecco tooth paste's "Follow the Moon" serial program Monday through Friday. Likewise a CBS network.

Lennen & Mitchell, Inc., is agency for both L & F accounts.

## Bigger Buick

Buick Motors, expecting a jump in sales of the 1938 models, and having added some 200 dealers, enlarges its newspaper coverage and lineage. About 3,000 papers are employed; one for each dealer, with 300 added for good measure in the larger cities. Magazines remain at the same total, 20; and outdoor posters are similarly steady—12,000 dotting the highways. In radio Buick concentrates on big time fisticuff broadcasts.

Arthur Kudner, Inc., is at the wheel of Buick's ad campaign.

## Three More for Benny

Jack Benny gets back into harness for General Foods' Jell-O ether period October 3. He will be starting a long hitch for his sponsor—a three-year, non-cancellable contract. This is his fourth season under the Jell-O banner, and each season the nation's radio editors have voted him the best rib-tickler on the air. Young & Rubicam are Jell-O's agents.

## Capitalizing a Slip

Discovering a "full-size, out-and-out, too-late-to-change historical error" in an article on Senator Carter Glass by Marquis James, the *Saturday Evening Post* takes paid space in a list of Virginia dailies to expose its fallibility and to urge readers to "see if you can spot it on page 36" of the August 28 issue.

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Rex-Watson salesmen found out first what the public wanted in a school bus; then the engineers designed it for them to sell. Much of their work is continually missionary in nature — preaching and promoting safety. They posed for this picture when a Nudist contest was announced a part of the 1937 sales plans.

## Safety Theme Pushes Rex-Watson Sales Curve to a New High

**I**N 1936 Rex-Watson Corp. enjoyed a pretty fair business, well up in six figures, and in 1937 we increased our sales over the previous year by 325%. For 1937 our quota was set at 300% of our 1936 actual performance. Against this quota for the first four months of 1937 as compared with the same period last year, our sales are approximately 20 times greater. It seems a certainty that our 1937 sales will place our volume for the year well into seven figures.

I have been selling long enough to realize that figures like these may look like "just another batch of sales comparisons" to many persons. However, we feel that it is not so much the comparison that counts as it is the kind of effort that brought about a substantial increase, and a rehabilitation of an important industry in our community.

Our 1936 sales record was no small endorsement of the qualities that had been built into Rex-Watson buses as a result of painstaking interest in safety within our plant and within our own organization. This conception of safety had been instilled by a half century of making quality heavy-duty vehicles, through which Rex-Watson had gained a reputation that was very valuable to us. The acceptance of our product in 1936 convinced us that we had something in this reputation that we could build on.

However, in reaching out for more business we considered that our own conceptions were not to be relied on wholly in formulating a product that would have a greatly widened market appeal. So in advance of any effort whatever in design lines, our sales force set out to get information on what the public needed and wanted.

We made up our minds that the 1937 product would not be just what Rex-Watson *thought* was right, but what it *knew* to be right because all of its standards were gathered from experienced sources, in contact with the school transportation problem.

Research into highway accidents gave us an all-too-realistic indication of the numbers of children either killed or injured in highway accidents. We want to help stop this useless waste of life—and do our share toward preserving that far greater number who otherwise might go the same way.

Last September we called our sales force together, and for more than a week these men reported their findings, collected through school boards, superintendents, state authorities, traffic experts, state educational departments, bus operating companies, bus drivers, and with John Public himself, including thousands of school children.

Engineering and production departments caught the idea as enthusiastically as the sales department. Instead of the factory saying, "Here's a bus—you go and sell it," we were able to say with first-hand facts to back it up, "Here's the 1937 bus that the public wants—you build it." It's needless to say that the sales department added, "And we'll go out and sell it."

Naturally, with the factory all set to come through with "what the public wants," it was definitely up to us to show the public that we had what it wanted. We merchandised to our market the findings which this same market had earlier disclosed to us as so essential to bus satisfaction.

We were taking the service attitude rather than the selling attitude. We were passing back a wealth of informa-



H. D. Sparks

As Told to Ed Blodgett

**BY H. D. SPARKS**

*General Sales Manager  
Rex-Watson Corp., Bus Body  
Manufacturers, Canastota, N. Y.*

Field research to find out what the public wanted helped this company to develop both a better product and a better sales technique for promoting it.



SALES MANAGEMENT

# SUB!

METROPOLITAN'S  
BIG EDGE OVER  
OTHER GROUPS  
- VOLUME OF RETAIL  
ADVERTISING



**It isn't in the spirit of braggadocio that we continue to emphasize METROPOLITAN'S 7 to 9 million circulation. Such volume speaks for itself and constant reiteration is simply a reminder of its powerful sales producing possibilities.**

## Metropolitan | | |--------------------------------------| | Gravure | | Comics | | Color | | Metropolitan Sunday Newspapers, Inc. | | New York - Chicago | weekly

Baltimore **SUN** • Boston **GLOBE** • Buffalo **TIMES** • Cleveland **PLAIN DEALER**  
Chicago **TRIBUNE** • Detroit **NEWS** • New York **NEWS** • Pittsburgh **PRESS**  
Philadelphia **INQUIRER** • St. Louis **GLOBE-DEMOCRAT** • Washington **STAR**

Metropolitan  
Sunday  
Newspapers, Inc.  
New York - Chicago

*Additional or alternate papers*  
Boston **HERALD** • Buffalo **COURIER-EXPRESS**  
Chicago **TIMES** • Detroit **FREE PRESS** • New York  
**HERALD TRIBUNE** • St. Louis **POST-DISPATCH**  
Washington **POST**

**THE LARGEST CIRCULATION IN THE WORLD - FROM 7 TO 9 MILLION FAMILIES\***

SEPTEMBER 1, 1937

[27]





Gertie and Dot

*"He said it was just one of those Acts of God that we ran into his sales manager at the Yankee Stadium last Wednesday!"*

tion on safety to those persons or groups to whom we would later look for business. The value of this information was partly attributed to the fact that much of it was new, and much of it had never before been gathered in organized form.

Our job in spreading this safety information called for specialized effort on the part of our salesmen. We looked for every possible opportunity to speak before school assemblies, to reach teachers' meetings, and principals' and superintendents' meetings. This whole procedure necessitated intensive training to make such effort most effective.

The Canastota *Bee Journal* decided that there was really news interest in our company because of our celebration at that time of our Golden Anniversary. The editors, Wheeler and Cornelius Milmo, built a special anniversary edition of their newspaper around Rex-Watson to stir up home town pride. They asked us if we would like to cooperate. Of course we did.

The latest and most interesting part of our history centered around the development of safety in school transportation—a subject of live interest in

every small town district where the centralized school is either established or under consideration. It was told in good home town language that folks could understand. We requested an additional press run of 5,000 copies which we mailed to school board members all over our sales territory—for the most part small communities.

By starting our market effort close to the plant we have developed many personal friendships among our clientele. We have been saying to them as friends, "Investigate before you buy. That's the honest way to be satisfied when you've bought." Therefore, we have made it a point to invite all interested persons to our plant in Canastota. We furnish two-way transportation. They can see how safety is built into the product before it is covered up with a coat of shiny paint. We have entertained hundreds of educators.

Our own salesmen discovered that many of these teachers and school authorities complained of a dearth of material on the safety theme for use in their schools. Such data as they could find had a tendency either to frighten youngsters, or to be so dull that it inspired only boredom.

This situation presented us with another means of "giving back safety" to our eventual buyers. We wrote our own safety course for use in public schools. We are giving it away free to any school which feels the need of such a program. The course comprises fifteen three-minute safety lessons aimed primarily at school bus transportation and its relationship to the new traffic problems created by the centralized schools of New York State. However, it branches into constructive safety ideas for highway, home and farm. We are running far behind on orders for this material.

We have taken the responsibility for extending the school safety movement to various communities. Our salesmen put up safety posters in public places; give safety calendars to business establishments and homes; interview public officials, school authorities, traffic officers; address Parent-Teacher meetings; interest editors in tying-in with the effort both with news stories and editorials, all of which we have already prepared or furnish specially.

Last year's Rex-Watson edition of the weekly newspaper showed such direct results in interest and friendship that we decided to repeat the procedure this year. The second publication was a Public Safety edition. In this we stressed a wider range of safety features and outlined our now more fully-developed safety crusade, which can be applied to school communities. State officials had seen the previous edition and were glad to volunteer their own statements for this second one.

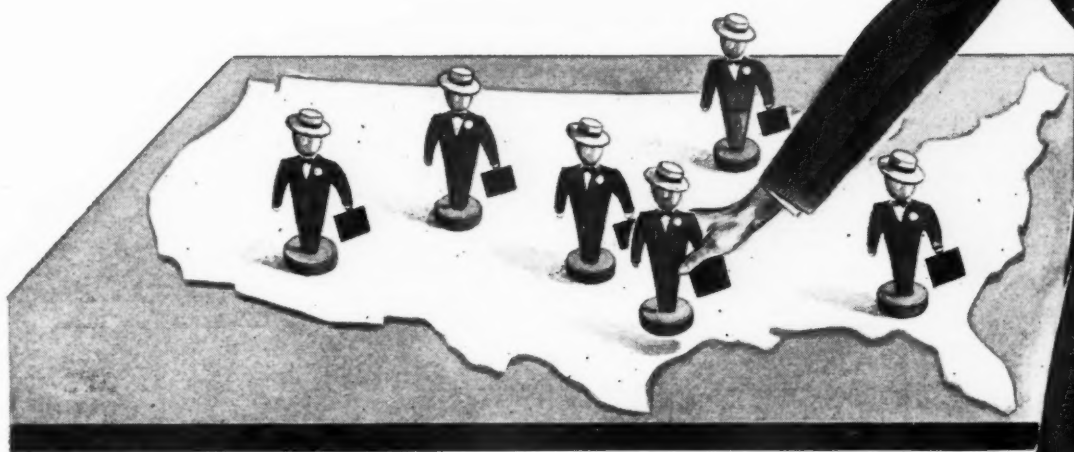
In the 1936 model composite school bus, Rex-Watson pioneered 15 safety features which competition adopted just a year later. This number put our safety qualifications far and above the rigid specifications of the New York State Department of Education. However, for us the record was just a good foundation to build on. We stepped out in 1937 with 33 additional safety factors, many of which we are patenting against idea infringement.

Last year we were almost solely a New York state concern. This year, using the methods described, we are spreading across the United States, consolidating our advances step by step under an organization of district managers, covering the entire United States.

No longer is our effort concentrated on school buses alone. We have branched out to the transit and common carrier fields, with a new line to make our business less seasonal and more national in its merchandising application. Yet in every new line or type, the safety idea is—and will continue to be—our guiding star.

SALES MANAGEMENT

# MOVE YOUR SALESMEN TO THE RIGHT PLACES BY LONG DISTANCE



• For the success of any merchandising campaign, sales headquarters must put men on the *right* spot, at the *right* time, with the *right* instructions. Today, that more and more frequently means Long Distance Telephone Service.

For example, when a promising lead develops, the sales manager of an eastern tractor concern gets the jump on competition by telephoning the salesman nearest the prospect to drop in at once. The sales manager finds that prospects are impressed by his firm's alert interest in their business. Sales volume has been boosted . . . in one case, two Long Distance calls landed a \$1400 order . . . and the toll charges were \$1.40.

By Long Distance, salesmen weed out poor prospects . . . avoid "back-tracking" . . . save time. And today sales managers know that Long Distance means more economy than ever at the *new low rates*.



# Survey Shows Drinking by Women Is More General Than Smoking

In their 52nd survey made exclusively for SALES MANAGEMENT the Market Research Corporation of America tests women on attitude towards smoking and drinking. Finds not only more drinkers, but drinking at bars more acceptable than smoking on streets.

ing on the streets by members of their own sex was acceptable, two stipulated that it be done moderately, in lady-like fashion. Of the remaining 43, six said the equivalent of: "Why not?" or "Women have as much right as men," or "It's a woman's personal business."

Cited below are the reasons given by

**M**ORE city women today are drinking hard liquor than are smoking cigarettes—if a sample of 250 women interviewed on shopping-section streets in Cleveland, Seattle, Asheville and New York City may be taken as typical.

The Market Research Corporation investigators, working under the direction of Percival White and Pauline Arnold, questioned women as to smoking and drinking as they went in and out of stores, and the districts were so chosen as to be representative of each city.

Women drinkers exceeded regular women smokers by more than 2½ to 1 and drinkers exceeded smokers even when the "rarely" or "occasionally" smokers were added to the total.

**Table I**  
**Drinking vs. Smoking**  
**Among Women**

Survey made among typical women in Cleveland, Seattle, Asheville and New York City.

Do You Smoke?	
	%
Smoke regularly .....	26
Smoke occasionally .....	23
Smoke never or almost never....	51
Do You Drink?	
	%
Yes .....	60
No .....	40

As shown by Table I, 26% of the women (and this included the young, the middle-aged and the elderly) professed themselves to be regular smokers. Twenty-three per cent smoke occasionally and 51% never or almost never.

A full 60% of the same women said that they drank. There was little variation from city to city on drinking, except in Asheville, N. C., where liquor may be sold legally only in

## Attitude Toward Women Smoking in Street

	Acceptable		Unfavorable		Don't Know		Total	
	No.	%	No.	%	No.	%	No.	%
Smoke regularly .....	27	41	38	58	1	1	66	100
Smoke occasionally .....	11	19	45	79	1	1	57	100
Smoke never or almost never .....	7	5	119	94	1	1	127	100
Total .....	45	18	202	81	3	1	250	100

## Attitude Toward Women Drinking at Bars

	Acceptable		Unfavorable		Don't Know		Total	
	No.	%	No.	%	No.	%	No.	%
Women who drink .....	84	56	65	43	1	1	150	100
Women who do not drink .....	19	19	81	81	—	—	100	100
Total .....	103	41	146	59	1	1	250	100

package stores. There the women answered the question, 39% "yes" and 61% "no."

In addition to getting answers to the basic questions, the investigators asked a series of other questions dealing with the women's reactions to both smoking and drinking—why they felt as they do, their opinions of women who smoke on the streets and who drink in public bars and, where women approved of one of the two actions but disapproved of the other, why one was acceptable and the other not.

Thirty-seven per cent of the smokers admit to following the long-established male habit of smoking on the streets, and women who smoke regularly seem more apt to smoke on the streets than those who smoke only occasionally. The percentages being 30 and 7.

The acceptability of women's smoking on the street seems to vary with the amount of smoking done, although in all groups the greater weight is against such activity.

Of the 45 women to whom smok-

those who react unfavorably to women smoking on the street:

Reasons	Mentions	
	No.	%
Not feminine, unattractive....	97	48
Coarse, improper, ill-bred....	34	17
Attracts too much attention and comment, not yet acceptable custom .....	32	16
Poor example for children....	8	4
Encourages excessive smoking	6	3
No explanation offered, just prejudiced .....	25	12
	202	100

The three women who did not know what their reaction would be had never seen women smoking in the street!!!

On the subject of where to drink, women were almost equally divided between those who drank at public bars and those who did not—the division being 45% drinking at bars and 55% not doing it. As was true of smoking on the streets, the women who drink are far more tolerant of other women drinking in public bars than are the non-drinkers.

SALES MANAGEMENT



# ON THE WAY TO OKLAHOMA.



*The Impressive Market*

## HOW PINK BEAUTY SALMON IMPRESSED THE IMPRESSIBLE MARKET

**JANUARY 1, 1937**

No distribution in Oklahoma City trading area. Product unknown to the trade or to consumer.

**MARCH 19, 1937**

Weekly insertions of Pink Beauty Salmon advertising in *Oklahoman* and *Times* began.

**JULY 1, 1937**

Twelve carloads . . . 576,000 cans shipped into Oklahoma City and sold in the city's trading area. Total retail sales volume approximately \$72,000. Distribution in more than 500 retail outlets secured in trading area. Distribution in 25 of state's leading jobbing houses secured.

On January 1, 1937, the Pink Beauty brand of Northern Pacific salmon, packed by the New England fish company, was unknown to Oklahoma grocers and Oklahoma housewives.

By July 1 over 576,000 cans had been sold in the Oklahoma City trading area, representing a retail sales value of \$72,000.

The reason? Pink Beauty was being advertised in *The Oklahoman* and *Times*, and *Oklahoman* and *Times* subscribers, a truly impressive market, began buying.

Webster says that Impressive means capable of being impressed, susceptible, sensitive. By this definition Oklahomans are impressive . . . they are impressed by an advertiser's message to the point of making actual purchases. Even today more than forty-nine percent of the people in Oklahoma were born in other states and came to Oklahoma minus the old fashioned customs, traditions and taboos that stand in the way of sales and advertising progress.

Pink Beauty Salmon has performed a remarkable selling job because those who read the *Oklahoman* and *Times* faithfully buy the things that their modern dispositions demand.

**OKLAHOMA PUBLISHING CO.**  
THE FARMER-STOCKMAN RADIO WKY  
MISTLETOE EXPRESS

**THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES**

NATIONAL REPRESENTATIVE E. KATZ SPECIAL ADVERTISING AGENCY

SEPTEMBER 1, 1937

[31]

Just looking at the total figures does not show that the heavy prejudice rests in the group of non-drinkers. Indeed a majority of the women who drink at all find acceptable the action discussed. Note that women smokers do not as yet accept smoking on the street as readily as women drinkers do drinking at a bar.

Below are the tables of reasons:

(1) For thinking drinking at bars acceptable:

	No.	%
A. Unconditionally acceptable	60	58
1. Why not? Women have as much right as men. A woman's personal business .....	35	34
2. Established custom; same all over .....	11	10
3. Quick service, better liquor .....	9	9
4. Save money, no cover charge .....	3	3
5. Influence men to drink less .....	2	2
B. Conditionally acceptable...	43	42
1. If temperate, lady-like...	16	15
2. If escorted .....	12	12
3. If in small place .....	12	12
4. If of age .....	1	1
5. No answer .....	2	2
Total .....	103	100

(2) For reacting unfavorably to women drinking at bars:

	No.	%
A. Attracts too much attention and comment .....	34	23
B. Not feminine, unattractive	32	22
C. Coarse, improper, ill-bred.	31	21
D. Poor example for children.	10	7
E. Encourages excessive drinking .....	10	7
F. No explanation offered, just prejudiced .....	29	20
Total .....	146	100

There were 73 women who reacted favorably to one of the two suggestions, but unfavorably to the other. Some 55 disapproved of smoking in the street but approved of drinking at bars. Most of these 55 explained the gap by saying that a bar was more private than the street. Of the 16 whose reactions varied in favor of smoking, the majority of reasons dealt with the greater viciousness of drink. (Two persons did not answer.)

### Credit Where Due

An article in the August 15 issue of SM ("Kelvinator 'Cans' Experience of Veterans in New Training Course") erroneously credited Wilding Picture Productions for the creation of Kelvinator's new series of slide films. The films, as well as the sound-on disc explanations synchronized with them and the manuals, etc., used to round out the course, were prepared in their entirety by The Ross Roy Service Inc., of Detroit.

[ 32 ]

## Evening Paper Bugs Who Suffer From Advertising Astigmatism

Are morning papers really as useless as they are claimed to be by the boys who habitually place all their eggs in evening paper baskets? Mr. Tacks here defends the A.M. papers' fort.

The seventh of a number of diatribes\*

BY BRASS E. TACKS

MANY and varied are the conversations which I have had with these "evening paper bugs." They're a queer crew—just as fixed in their opinions as was Carrie Nation. And they use their lineage weapons in about the same way that she used her hatchet.

They come in all shapes, sizes, sexes, and degrees of fervor. But the worst of the species, in my opinion, are these buggiest of all e. p. bugs—the ones who can't see any A.M. sheet, regardless of the account involved, or the feelings of the poor salesman.

Their arguments about home-effectiveness, commuting and the like are logical. I don't disagree with them. When a product depends entirely upon woman-appeal in a metropolitan market, the *Gargle* (morning) should be required to put together a convincing story to prove that it can do a job with the housewife.

### Even for Man-Items!

However, this "always-always" group go even further. They'd prefer the *Fireside* (evening) even for products that are 100% man-appeal. I don't know just who they think reads the *Gargle* (or why it's published), but the fact remains that it has two strikes against it on every campaign—regardless of whether the product is a hair-net or a revival pill for men over 50.

If you're friendly with some newspaper peddler (I'll admit that's far-fetched), ask him to name you a gasoline account, a passenger-car account, a liquor account, a beer account, a cigarette account and a cigar account who are evening-paper-minded. Without even thinking, I'll bet, he'll rattle off two or three in each classification.

Yet, all those accounts must depend primarily upon man-spent dollars. It's true that women are in the picture to

a slight degree on each, but, basically, these are man-items. They're the last few, precious things for which we are permitted, still, to spend our weekly allowances.

So, just to take advantage of an opportunity of talking back to these e. p. bugs (without being interrupted by a telephone or a vice-president calling a meeting), I'd like to list a few reasons for discarding their P.M. preferences—even in those big markets where John Doe is required to swing on the end of a street-car strap for 15 minutes before mounting his daily treadmill.

### Ads Are Lost in the Crowd

First, there's the matter of visibility.

One of the most fundamental of all fundamentals is: "An advertisement must be seen to be read!" We can employ the most expensive artist in the country (the client usually thinks that the agency does)—we can set the text in the most modern of typefaces—we can doll the copy up in a dozen different ways; but—unless Mr. Throckmorton pauses as he flies by our particular page, we've gained nothing. Unless he reads how our Bombshell gas was in the tanks of two of the four winners at Indianapolis, he's likely to keep struggling along on Cappistol gasoline, completely unaware of his stupidity (and the fact that Cappistol was in the other two tanks).

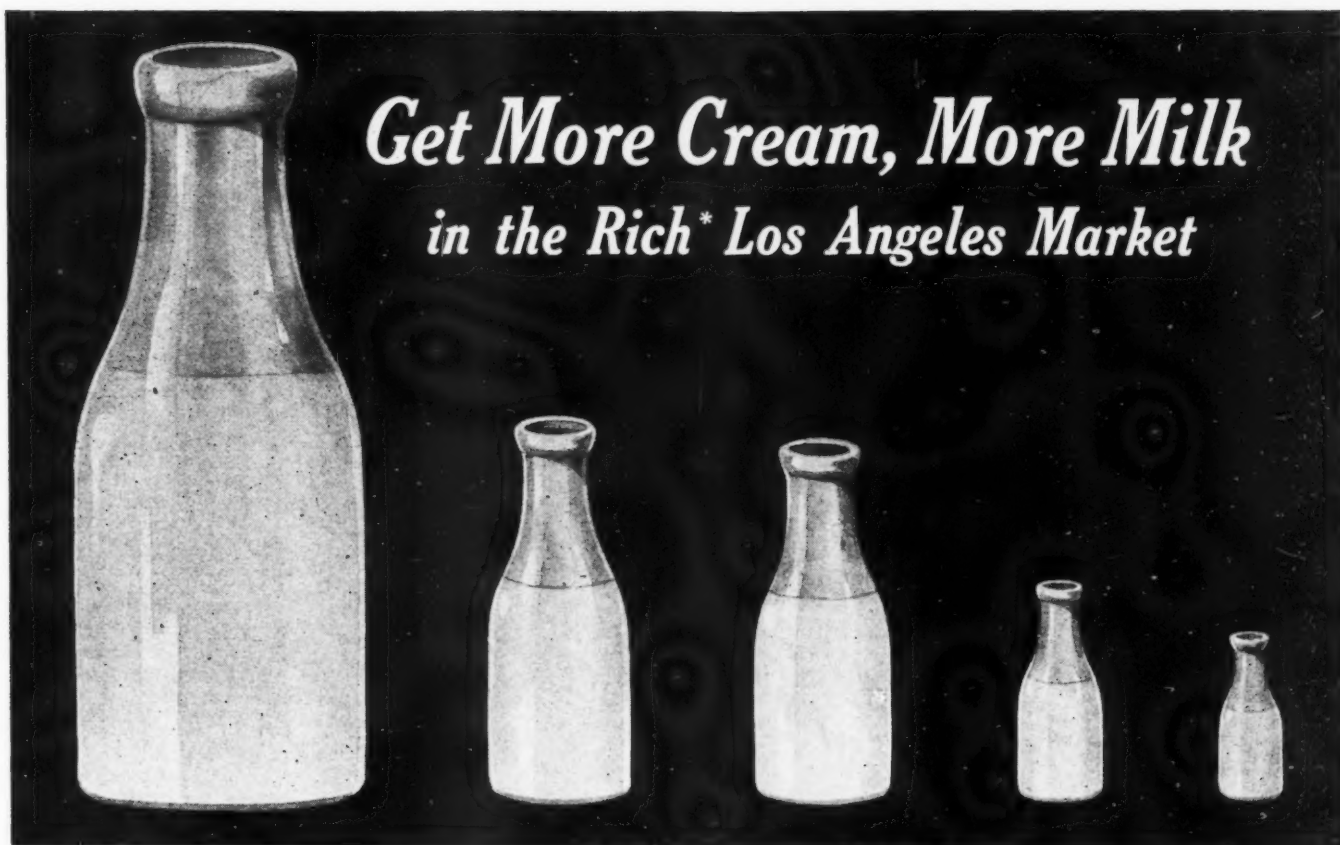
Visibility in the *Gargle* is usually better than in the *Fireside*. There's less department store advertising and other retail copy to crowd the pages. Likewise, we avoid the competition of general drug and food advertisers. In short, the *Gargle* offers "reserved seats."

Second, we have the factor of time-liness. When John reaches home in the evening, he's there to stay—if he has anything to say about it. His buying and selling and worrying for the day are done. He asks only to be handed an ash-tray, an easy chair and

(Continued on page 68)

SALES MANAGEMENT

\* Other articles in this series appeared March 1, May 1, May 15, June 1, July 15, August 15.



## *Get More Cream, More Milk in the Rich\* Los Angeles Market*

\*Fifth City in population—fourth in volume of retail sales and first in per capita retail sales among the nation's larger cities.

Los Angeles has both a big **CLASS** and a big **MASS** market for the national manufacturer. For instance, more security trading originates in this city for securities on the New York Stock Exchange than in any other district in the world except New York City! Los Angeles is fourth in volume of retail trade and, —50.6% of all new passenger cars sold in the entire 11 counties that comprise Southern California in 1936 were purchased within the ABC city area.

Help yourself to **MORE CREAM** and **MORE MILK** in this rich Los Angeles market by using the newspaper that reaches six out of ten families —the newspaper that is read regularly by 98.4% of Los Angeles Stock Exchange Members and 95.7% of Los Angeles Bank Directors.

In Los Angeles it's—

**THE NO. 1 CHOICE OF ADVERTISERS AND READERS**

**LOS ANGELES EVENING**  
**HERALD AND Express**

National Representatives: **PAUL BLOCK AND ASSOCIATES**





**Hardware dealer calls them leading citizens**—"We find a large majority of your subscribers to be among our leading citizens. At least 60 per cent are customers of ours. So far this year we have purchased more than a carload of Superflex Oil Burning refrigerators and oil ranges. From all indications we will sell at least three carloads this season. We note these two items are advertised in Country Gentleman."—R. D. Matthews, Matthews and Spottswood, Inc., Hardware, Orange, Va.

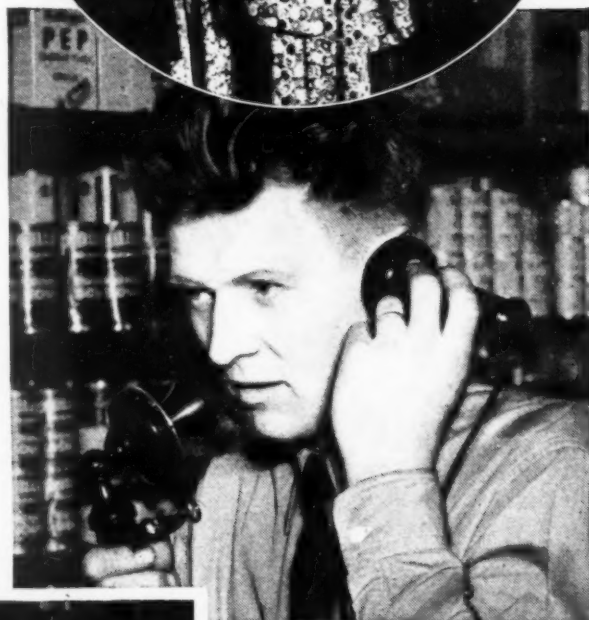
### PROFITS ARE HIGHER IN THE COUNTRY GENTLEMAN MARKET

1. Prices—and people—are more stable. 2. Volume per sale is greater—overhead lower. 3. Competition is cleaner; there are fewer high-pressure "deals." 4. Good rural stores buy in larger quantities than most city stores. 5. The CONTROL FAMILIES influence all the other rural families and in themselves represent the most profitable class of trade.

*Which part of Rural America do you know best?*

If you want the word of retailers on Country Gentleman's CONTROL FAMILIES from some section you know well, write Country Gentleman and ask for it.

**A cross-section of her customers**—"The list I have just examined is to my mind quite complete and comprehensive. It is indeed a cross-section of my customers and the patrons of the beauty shop."—Margaret E. Jefferson, Women's Shop, Chestertown, Md.



**Recognizes customers for best brands**—"I have just checked over your subscription list of Country Gentleman delivered through the Mankato Post Office. The list contains the names of the best farm families around here. Also the names in town are of much better than average type. We have sold quality groceries here for a number of years. Your list contains some of our best customers, those who buy our best grades. We wish we had more like them."—Joe S. Bellig, Belligs, Groceries, Mankato, Minn.



**Has sold over 60% of them**—"In looking over your list of subscribers to Country Gentleman for Clarinda and territory we find this list to be of our highest type farmers who buy Philco Radios, Maytag Washers, Coleman Ranges, Crosley Shelvador Refrigerators, DeLaval Separators and other articles we handle. We have been in business here since 1881 and can truthfully say we have sold merchandise to over 60 per cent of the names on your list of Country Gentleman."—Ivan G. Benedict, Benedict Piano Company, Clarinda, Iowa.



**Druggist says 70% are good customers of his**—"I recognize about 70 per cent of the subscription list of Country Gentleman for Lindsborg as good customers for our store."—Oscar Berglund, Druggist, Lindsborg, Kans.

# Control Families

should be among the first in your advertising plans..

# COUNTRY GENTLEMAN



This label tells the housewife everything she wants to know.

## Libby Begins to Tell Buyers Exactly What's in the Can

Chicago food packer takes the lead in adopting descriptive labeling. Mrs. Consumer wants it, field surveys indicate, and Mr. Grocer's salespeople need it.

BY LESTER B. COLBY

**T**HAT famous mystery story entitled "What's in the Can?" seems to be about to be solved. Libby, McNeill & Libby, canners, who prepare approximately 100 foods for the table, have evolved what is called the "descriptive label." This is different from the "symbolic label" which also has its adherents—but, probably, not among the housewives.

Mrs. Jones, who does the buying, desires to know just what's in the can. Libby is telling her. It's costing Libby money, this change-over, lots of money, but the idea is also producing sales. It takes more than 1,000 labels, considering the different sized cans, to pack the entire line.

Libby's new descriptive label seeks to tell the buyer everything she needs to know, or wants to know, about the contents of the can. Packers have generally admitted that the label which has been used down through the years has not been "precisely accurate." They have been "approximately accurate," they will tell you, and they've thought, as human things go, that that has been a pretty good mark to shoot at.

This may illustrate what we mean to say:

It has been from the beginning considered enough to print the bright, red picture of a whole beet on a can of beets. In small print, somewhere, the buyer was informed that the can held whole beets, sliced beets or diced beets. Unless the buyer was pains-

taking she might be surprised when she opened the can.

Peas, likewise, have often surprised the buyer. Unless she knew the symbols how was she to know just what size and texture of pea she was getting? Who hasn't been surprised? And disappointed. Libby is seeking to change all this.

Take the Libby pea label for ex-

ample. Each can carries a picture of six sizes of peas. These run tiny, small, medium small, medium large, large and extra large. When the buyer picks up a can in a store and looks at it she finds a red arrow pointing to the exact size of pea the can contains.

Further descriptive matter says:

"Libby's peas are packed in the country near the gardens where they are grown. They are tender and have sugar and salt added to give them their fine flavor."

"Size 2 can."

"They are delicious served with other vegetables and in salads and soups. Heat rapidly to evaporate juices and serve with butter, salt and pepper."

"Serves four people."

"Net weight, 1 lb. 4 oz."

"June variety."

Libby has recently placed advertising in food trade journals telling the food merchandiser just what the company is trying to do. A sample advertisement says:

"Descriptive labeling tells a woman just what and how much there is in a can. A genuine service, of course. It's what millions of women have wanted. And what Libby is giving them. The first major packer to adopt a real descriptive labeling plan, Libby is far in the lead today."

"It's another bull's-eye for Libby's. And just one more reason why you can expect bigger sales, extra profits, if you feature Libby's 100 foods."

"We are not just guessing that women want descriptive labels on the canned goods they buy," Roy L. James, vice-president in charge of sales, told a reporter for SM. "We began to investigate the matter quietly (Continued on page 75)"

### Introducing a New Regular Feature MARKETING PICTOGRAPHS

On the pages following readers will find a series of dramatized marketing facts and figures—a new and exclusive feature for which SALES MANAGEMENT editors have coined the term "Marketing Pictographs." Each Pictograph tells a complete story in itself, balanced between subjects dealing with business and economics in general, social-economic problems, retailing, wholesaling, advertising, and other subjects pertinent to marketing.

The feature is planned to provide editorial material which is of both immediate interest and lasting value. Many readers will find Pictographs which they will wish to place before their salesmen, or to use in informing and educating their dealers or their customers—or to settle an argument with a friend or put a wild-eyed radical in his place. Consult the editorial

department about reprints, or permission to reproduce any illustrations.

Marketing Pictographs will be a feature of first-of-the-month issues of SALES MANAGEMENT—that is, unless readers turn thumbs down.

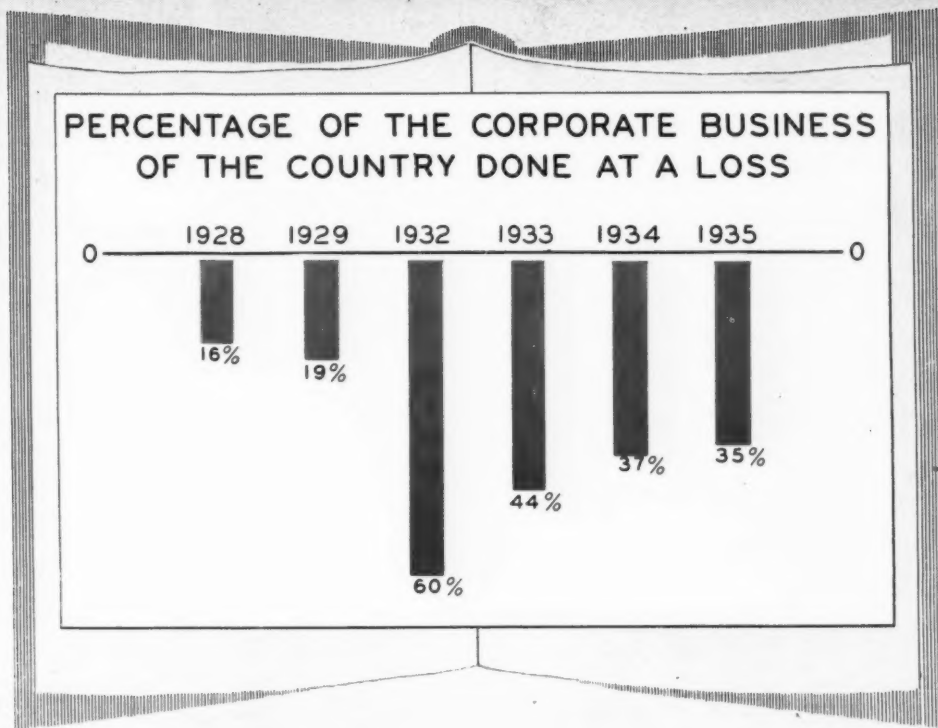
Won't you let us know what you think of the first installment of Marketing Pictographs? Which of the subjects interest you? Which leave you cold? Does the style and method of treatment make each Pictograph clear as to its meaning? Let's have the benefit of your judgment, and don't hesitate to be critical if you feel that way.

All of the Marketing Pictographs in this issue were planned by Philip Salisbury, executive editor of SM, and executed by Harriet Edmunds and Donald H. Foley, The Chartmakers, New York.

—THE EDITORS



SO—THIS  
IS A PRIVATE  
PROFIT  
SYSTEM, IS IT ?



SOURCE: BUREAU OF INTERNAL REVENUE

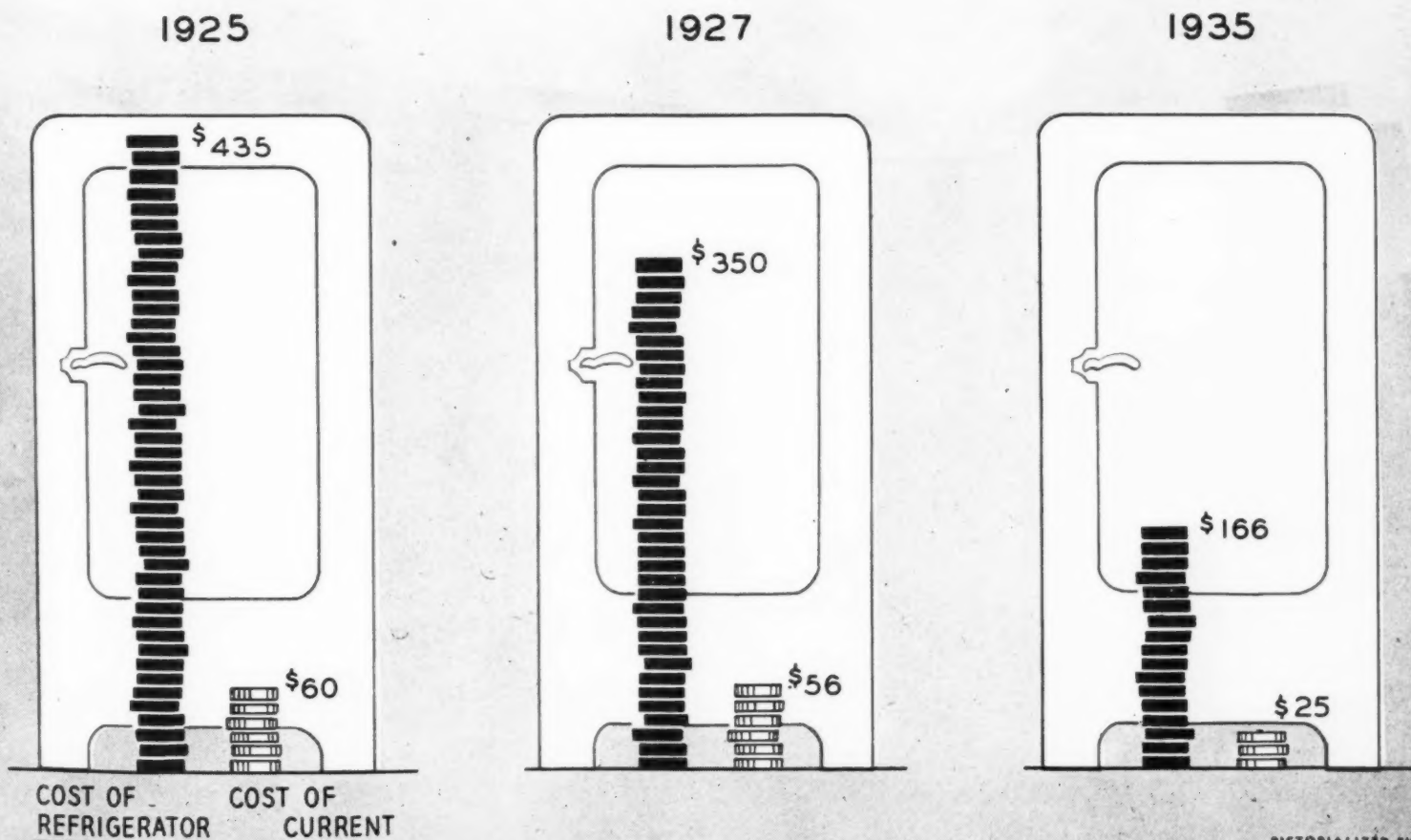
PICTORIALIZED BY  
*Sales Management*

## MARKETING PICTOGRAPHS

• A New SM Feature •

### • HOW MASS PRODUCTION HELPS THE CONSUMER

#### 1. ELECTRIC REFRIGERATORS

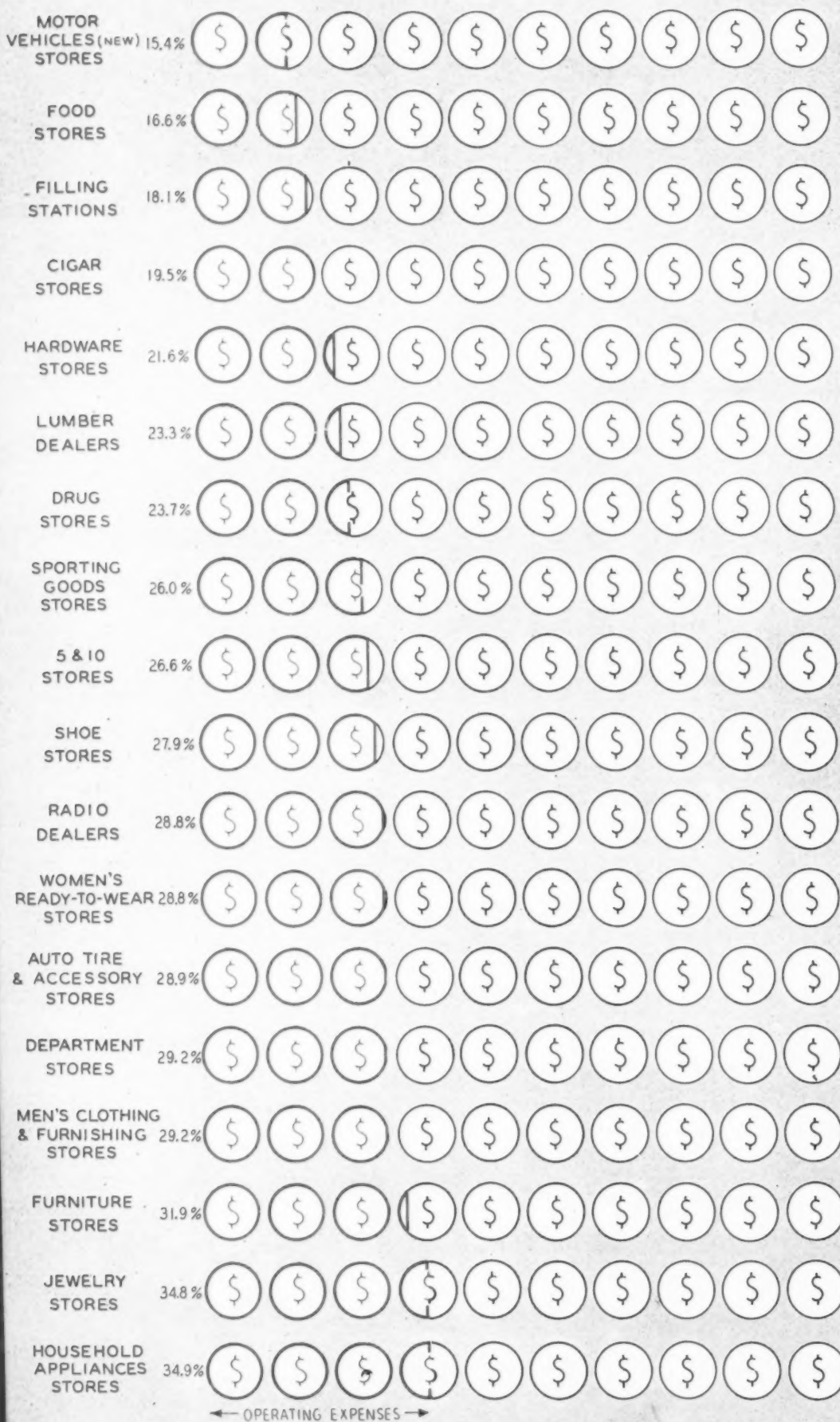



SOURCE: A. E. ALLEN, WESTINGHOUSE E. & M. CO.

PICTORIALIZED BY  
*Sales Management*

# HOW MUCH PROFIT SHOULD YOU GIVE YOUR RETAILERS?

RETAIL CENSUS OF DISTRIBUTION FIGURES FOR 1935  
SHOW THAT THE AVERAGE RETAIL OPERATION EXPENSES WERE:



EACH  REPRESENTS 10 % OPERATING EXPENSES

PICTORIALIZED BY  
*Sales Management*

## What Should The Mark-up Be ?

This chart of average store operating expenses may help your salesmen to settle arguments with dealers who claim that your mark-up isn't sufficient. The average operating expense for all independent stores in 1935 was 22.1%, which does not include compensation for the services of proprietors (nor is this factor included in the pictorial treatment at the left). Payroll in the average store accounted for 10.9%, rent, 3.8%. The average value of proprietor's compensation was 3.7% in independent stores as a whole, and 2.7% for stores doing a sales volume of more than \$10,000 annually.

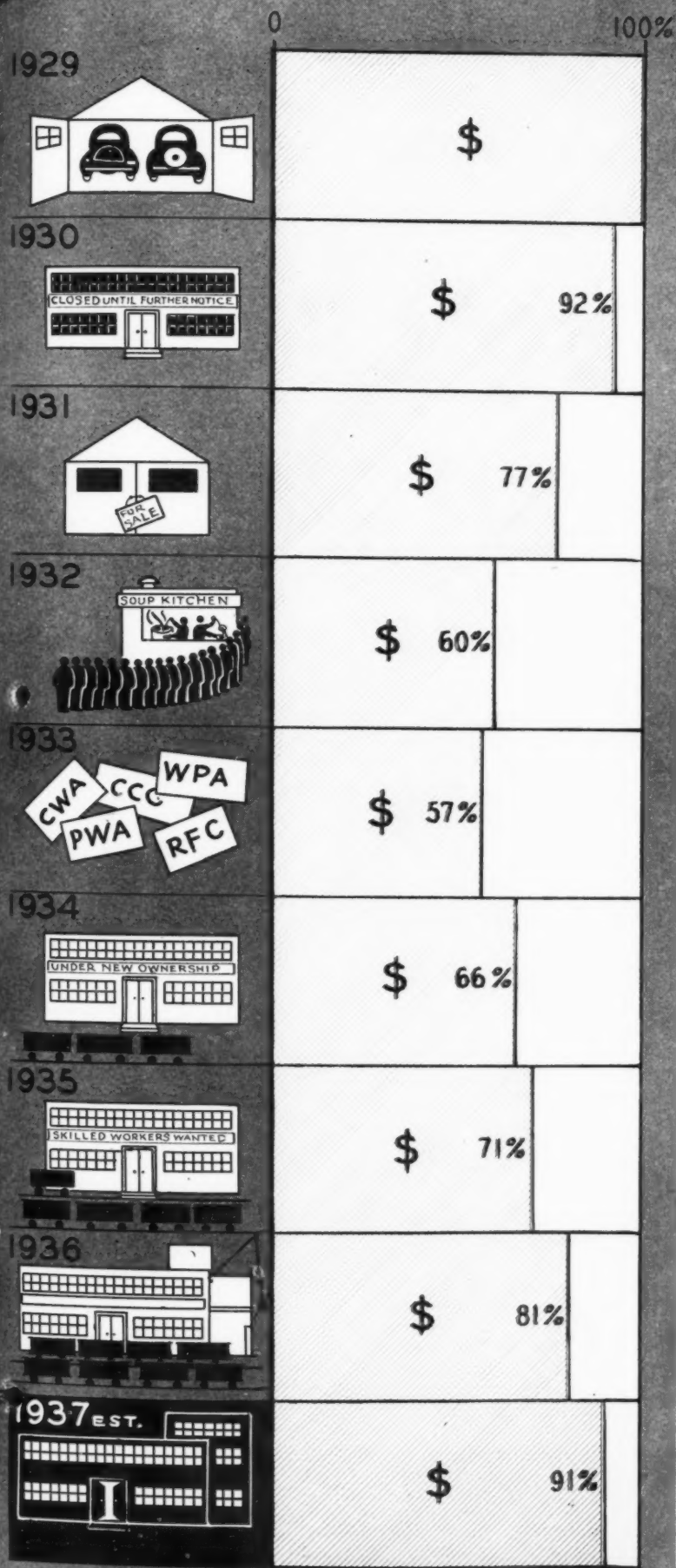
As against the independent's cost of 25.9% (including proprietor's compensation), the average chain operating expense in 1935 was 24.9%

High operating ratios are found in businesses requiring a high quality of selling service or the addition of expert labor in installing or servicing, and those subject to great seasonal ups and downs. Stores like food and filling stations, where stock turnover is rapid, have low operating expenses, as do motor vehicle dealers with their high unit sales and the widespread practice of loading credit costs onto the purchaser.



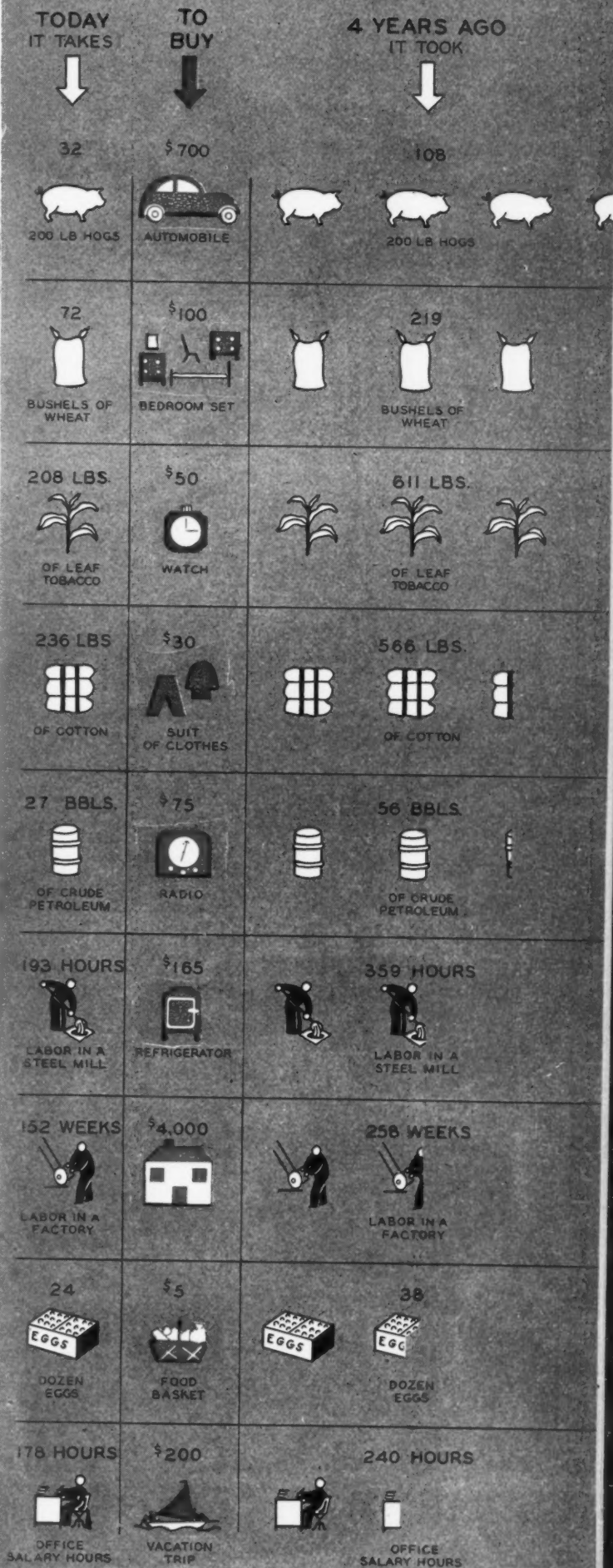
# WORKERS' INCOME NEARS 1929 LEVEL

THE SURVEY OF CURRENT BUSINESS SHOWS THAT THE INCOME OF WORKERS TODAY IS 91.1% OF THE 1929 FIGURE OF \$1.1 BILLION DOLLARS.



PICTORIALIZED BY  
*Sally Margenau*

# WORKERS' DOLLARS BUY MORE TODAY!



PICTORIALIZED BY  
*Sally Margenau*

SOURCE: BUREAU OF LABOR STATISTICS



**WHEN HIS MIND IS ON**

**HIS BUSINESS** *He'll lend*

**YOU HIS BUSINESS EAR**

*Good Business Papers*

# No. 18

A series of discussions of TYPICAL JOBS GOOD BUSINESS PAPER ADVERTISING has done . . . prepared by advertising agencies with outstanding experience in the use of business papers . . . sponsored by these leading business papers:

AMERICAN BUILDER and BUILDING AGE, Chicago  
BAKERS WEEKLY, New York  
BLAST FURNACE and STEEL PLANT, Pittsburgh  
BOOT and SHOE RECORDER, New York  
BUILDING SUPPLY NEWS, Chicago  
CHEMICAL and METALLURGICAL ENGINEERING, New York  
COAL AGE, New York  
FOOD INDUSTRIES, New York  
THE FOUNDRY, Cleveland  
HOTEL MANAGEMENT, New York  
THE IRON AGE, New York  
THE JEWELERS' CIRCULAR-KEYSTONE, New York  
LAUNDRY AGE, New York  
MACHINE DESIGN, Cleveland  
MACHINERY, New York  
NATIONAL PETROLEUM NEWS, Cleveland  
THE NATIONAL PROVISIONER, Chicago  
THE PAPER INDUSTRY, Chicago  
POWER, New York  
RAILWAY AGE, New York  
SALES MANAGEMENT, New York  
STEEL, Cleveland



# T

HE man who is actively and sufficiently interested in his *business*, or his job, to spend part of his day reading the *business* papers in his industry is obviously in a receptive frame of mind for a *business* message. He'll lend you his *business* ear.

He buys *business* magazines for their editorial content. He is eager for technical and general information. His is an open mind, curious about changing conditions, inquisitive about new markets and methods. He is an ideal audience for a message calculated to benefit his business.

The Charles Daniel Frey Company has prepared for its clients many thousands of messages printed in the business press—messages the prospect reads “while his mind is on his business.”

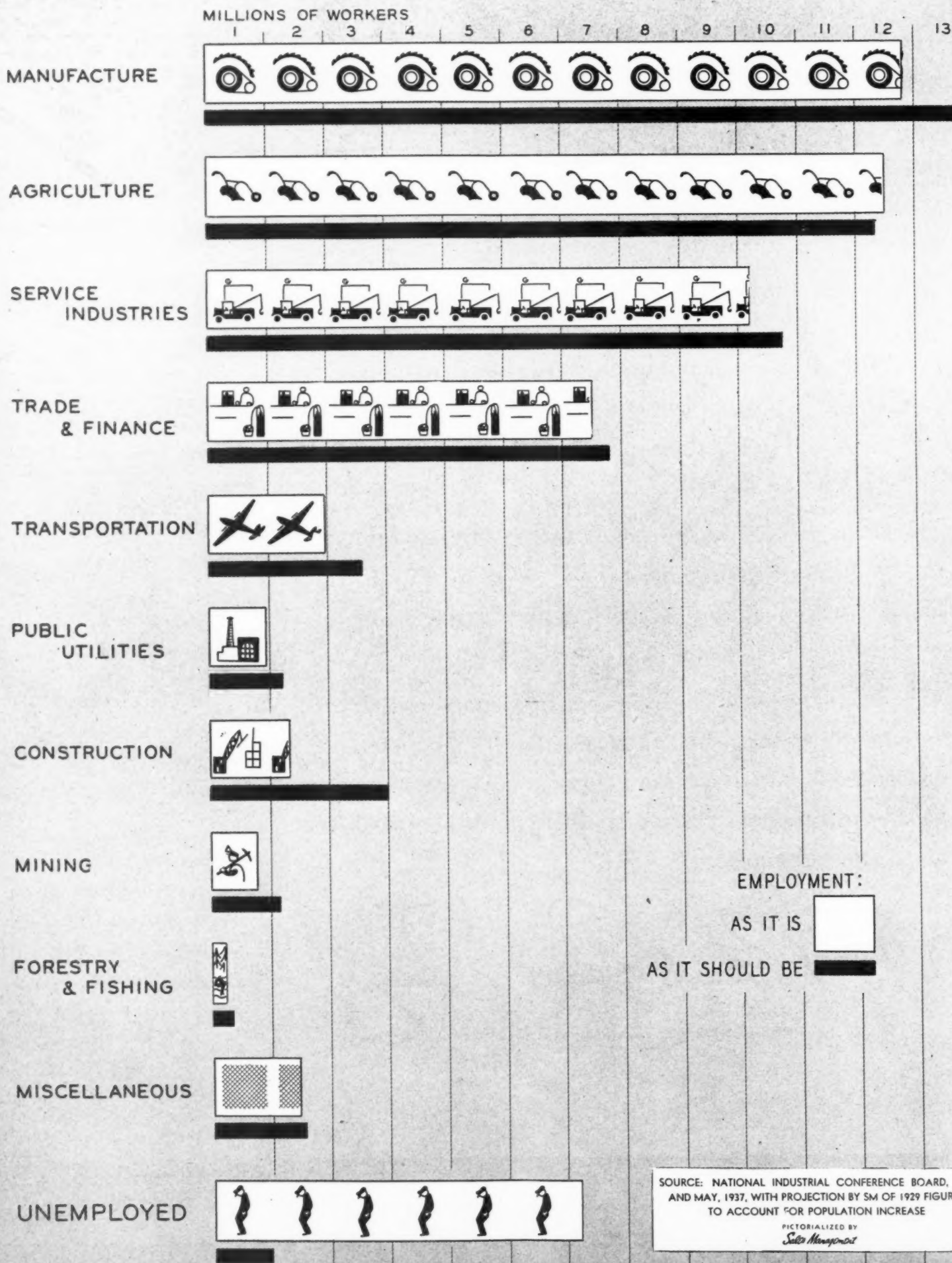
The advantage of using business magazines is that we can prepare a specific message on a specific theme and address it to a specific field of industry using a variety of products. Naturally, this cuts sales resistance and sales costs.

PRESIDENT: THE CHARLES DANIEL FREY COMPANY  
CHICAGO, ILLINOIS

# BUILD BETTER BUSINESS

# EMPLOYMENT: AS IT IS, AND AS IT SHOULD BE

HOW THE EMPLOYMENT PICTURE WOULD LOOK TODAY  
IF JOBS WERE AS PLENTIFUL AS IN 1929



SOURCE: NATIONAL INDUSTRIAL CONFERENCE BOARD, 1929  
AND MAY, 1937, WITH PROJECTION BY SM OF 1929 FIGURES  
TO ACCOUNT FOR POPULATION INCREASE  
PICTORIALIZED BY  
*Sales Management*



$$12 \times 1 = 52$$



NATIONAL advertisers who desire a profitable return on every advertising dollar should be interested in this improved arithmetic.

The National Geographic Magazine is published every month but is read every week by the First Million families in America. Its net paid circulation exceeds 1,000,000.

The life of any one advertisement in National Geographic Magazine extends far beyond the week in which the copy first appears. Our advertisers often continue to receive inquiries and orders years after their advertisements have been published. \*

Therefore, if you wish economical and profitable *weekly* coverage, place National Geographic at the top of your list.

NATIONAL GEOGRAPHIC MAGAZINE • WASHINGTON, D. C.  
SELL THE FIRST MILLION FIRST

\* *Ask us to prove this.*



## Marketing Flashes

(Continued from page 19)

Dallas office. His business career has been with Eureka and Premier vacuum cleaners, and with Hudson Motors.

Renshaw Borie resigns as president of A. M. Collins Mfg. Co., Inc., Philadelphia, to become v.-p. of the Roland G. E. Ullman Organization, Philadelphia agency.

Ralph Harrington has been appointed ad. mgr. of General Tire & Rubber, Akron.

### Coolers Get Hot

"Repeal," said the wisenheimers, "will put a crimp in soft drink sales, a dent as deep as a 13-year-old boy makes in a pie." They were as accurate as the forecasts of Landon's election. Coca-Cola, for instance, sold 556,067,256 cases in the past twelfth-month. Scores of other beverages are gurgling down the nation's throats in vast, refreshing freshets.

A brace of causes are responsible for soft drinks' popularity: A greater number of mass gatherings — at beaches, ball games, amusement parks; the present custom of selling bottled drinks direct from coolers.

So obvious is the market for beverage coolers that Brunswick-Balke-Collender Co., veteran game manufacturer, has entered it with an electric cooler. Head of its appliance sales division is H. D. Laidley, who was with General Electric for 12 years, was a founder of R. Cooper, Jr.

Under his direction B-B-C will sell to dealers from its 43 branch offices. Dealers in turn will sell "Blue Flash" coolers to hot dog stands, parks, etc., in their communities. Thus, fresh oceans of carbonated beverages will be uncapped.

### Volunteer Bird Dogs

More firms are discovering that it's canny business to employ customers to line up additional customers. Consolidated Edison Co. of New York is the latest to increase its sales staff in this way.

Consolidated is staging an intensive drive for its Electrolux gas refrigerators on deferred payments. Each purchaser receives a prospect certificate book by which he can submit names of possible buyers of an Electrolux. For every refrigerator sold as a result of his pointer the "bird dog" gets \$5.

Thousands of customers are thereby converted into boosters for Electrolux, and their recommendations carry weight, for don't they have one right in the kitchen?

SEPTEMBER 1, 1937

# ANOTHER PIN PLEASE!

FOR

in Troy's A.B.C. City Zone (which includes Watervliet, Green Island, Cohoes and Waterford) are 119,324 potential customers with an annual effective buying income of \$83,526,800.

Put another pin in your sales map for Troy. Then you won't miss the fourth highest city among New York's larger communities in point of per capita retail sales—\$409.79. A close second to New York City and higher than Buffalo, Rochester, Syracuse or Utica.

Troy is the Empire State's lowest cost "A" market. That's because The Record Newspapers, Troy's only dailies, give complete coverage at a single rate of 10¢ a line. That means outstanding effectiveness and economy for you in advertising and sales costs.

In no other market of comparable size in the state is it possible to do the whole job at so low a cost.

AVERAGE DAILY  
NET PAID CIRCULATION 32,655,  
MARCH, 1937,  
A.B.C. PUBLISHER'S STATEMENT



J. A. VIGER,  
Advertising Manager

[ 45 ]



**YOU'LL NEVER KNOW THE COMFORT OF TRULY EVEN HEAT UNTIL YOU HAVE**

# Automatic ANTHRACITE heat



**KEY TO AUTOMATIC HEAT**

One moment you are in a room that is cold and the next you are in a room that is warm. This is the comfort of automatic heat. It is the comfort of a room that is warm and cozy, no matter how cold the weather outside. It is the comfort of a room that is warm and cozy, no matter how cold the weather outside. It is the comfort of a room that is warm and cozy, no matter how cold the weather outside.

**Automatic Anthracite Burner**

It is the comfort of a room that is warm and cozy, no matter how cold the weather outside. It is the comfort of a room that is warm and cozy, no matter how cold the weather outside. It is the comfort of a room that is warm and cozy, no matter how cold the weather outside.

**Pennsylvania ANTHRACITE COAL**

**THE SOLID FUEL FOR SOLID COMFORT**

Newspaper and business paper space and laboratory cooperation with the makers of heating equipment are the salient factors behind the renewal of the cooperative marketing drive by Anthracite Industries, Inc.

## Cooperative Advertising Gives Anthracite Industry New Life

**S**O well sold is Anthracite Industries, Inc., on the results of the organization's first year of cooperative advertising that the campaign will not only be repeated on a larger scale this year, but each producer-member will make a larger contribution to the campaign fund.

According to F. W. Earnest, Jr., president, Anthracite Industries, Inc., and former vice-president in charge of sales of the Spencer Heater Co., Anthracite Industries recognized from the beginning that to revive the anthracite market and develop new markets, required treating anthracite as a new fuel and revealing all its many plus qualities which have been discovered largely during the past 20 years.

The fundamental desire of the public at large is for heat—comfortable, efficient, low-cost heat requiring a minimum of manual attention to achieve it. Consumers have no personal interest in any particular fuel. They are not interested in any specific equipment because of the equipment itself. They must have fuel because it is potential heat and their choice of equipment is based upon the efficiency of that equipment, if they are offered any choice whatsoever in its selection.

Anthracite is a solid fuel. It is practically pure carbon. Because it will burn anywhere and under almost any conditions it has been woefully wasted ever since it was first commercially

mined. It is a smokeless fuel. With it any degree of automatic heat desired can be achieved. It is readily available north of Richmond, Virginia, and east of the Alleghenies. There are fuel dealers selling it in practically every community in this area. This was what Anthracite Industries had to start with.

Their first move was to teach the teachers—those who were in a position to inform the fuel-using public quickly about anthracite. But Anthracite In-

dustries did not stop there. They offered their cooperation to all producers of anthracite burning equipment, control devices, and to all representatives of producers of equipment, including local heating contractors, architects and others.

Cooperation with equipment manufacturers is not a mere gesture. The complete facilities of the Anthracite Industries' creative and testing laboratory at Primus, Pa., are offered for the approval and testing of all anthracite-burning equipment currently manufactured and for the development of new equipment designed to extract the full heat value from the fuel.

Already equipment produced by 63 manufacturers has been tested and approved at this laboratory. The seal of approval placed on such equipment means that, when fired under proper conditions as specified, the equipment extracts the maximum of heat potential from anthracite fuel and produces heat at low cost. Thus Anthracite Industries can state that users of this fuel now enjoy a double price reduction: Lower cost per pound of fuel used; more heat from every pound, and less of it required.

Early in 1936 a comprehensive newspaper campaign was planned. In the first half of the campaign 90 newspapers in 58 cities were used; in the second half, 106 newspapers in 71 cities. In the special campaign on auto-



**MODERN ANTHRACITE EQUIPMENT WILL AMUSE YOU**

**THE SOLID FUEL FOR SOLID COMFORT**

A dozen local coal dealers tied up with this Anthracite Industries advertisement in the Hoboken Jersey Observer.

matic domestic hot water heating, 42 papers in 27 markets were on the list. Especially interesting was the amount of tie-up advertising used by retailers, equipment dealers, and manufacturers. Total tie-up space for the first half of the campaign amounted to 55.1% of the space used by Anthracite Industries; in the second half, to 65.2%. The campaign also included a sizeable direct mail campaign to dealers and consumers. Simpser Co., New York, handled the advertising.

Total investment by A. I. in the '36-'37 drive was about a quarter million dollars. Fund was raised among 31 anthracite producing companies\* who contributed at the rate of 2 cents a ton. This year the assessment has been raised to 3 cents a ton, and the list of newspapers will be materially expanded for the '37-'38 season. Business papers will be added, with the list including papers in the architectural, building, heating, banking, and coal fields.

Backing the campaign of newspaper advertising are 36 field promotion men operating in specific territories and calling on fuel dealers, architects, equipment dealers, heating contractors and consumers. Five hundred representatives of anthracite mining companies also serve in the same capacity. They confer with prospects on every problem from the amount of radiation needed in a seven-room house to the best delivery system for rural fuel dealers.

### Dealers Gladly Cooperate

The progress thus far achieved by Anthracite Industries includes acceptance of cooperation by the majority of the 8,900 coal merchants selling anthracite fuel. Each of the merchants cooperating is now serving the community as a clearing house for all heating information. A year ago, you could order coal from a coal merchant. Today from that same merchant, you can obtain information on where to buy a thermostat, a hot water supply system, automatic stokers, furnace re-

\* Alden Coal Co., Bell Colliery Co., Buck Mountain Coal Mining Co., Centralia Collieries Co., John Conlon Coal Co., Cox Bros. & Co., Dial Rock Coal Co., Dickson & Eddy, East Bear Ridge Colliery Co., Glen Alden Coal Co., Green Ridge Coal Co., Haddock Mining Co., Heidelberg Coal Co., Hudson Coal Co., Jeddo-Highland Coal Co., Lehigh Navigation Coal Co., Madeira, Hill & Co., Moffat Coal Co., Penn Anthracite Collieries Co., Phila. & Reading Coal & Iron Co., Pine Hill Coal Co., Pompey Coal Co., St. Clair Coal Co., Scranton Coal Co., Sterrick Creek Coal Co., Stevens Coal Co., Suffolk Coal Co., Sullivan Trail Coal Co., West End Coal Co., Weston Coal Co., Weston Dodson & Co.



Here are the titles of the three articles we've been promising on sales letters—written by Professor Robert R. Aurner of the University of Wisconsin: "You Can Turn Adjustment Squabbles into Sales Capital"; "Collect Your Money—but Keep Your Customer," and "The 'You' Angle in Sales Letters." Every person in your sales organization who writes letters will find these articles packed with practical ideas. The first will be scheduled for appearance in an early issue.

pairs, air conditioning, and many other problems having to do with home comfort.

For example, consumers are now able to get from their coal dealers advice on how to create an extra living room in the basement or cellar. This involves cooperation with interior decorators, jobbing carpenters, painters, paper hangers, electricians and others. But it is an entirely logical move because America is today home conscious, ready to modernize its homes and has already spent almost a billion dollars on modernization.

Such industrial planning has created a feeling of confidence among equipment manufacturers, fuel dealers and local heating contractors. Anthracite Industries has revealed to them a future in the form of facts. Chief among these are:

1. Anthracite is the one fuel of which there is sufficient reserve to heat every home in America for 200 years.
2. Anthracite is a fuel than can be burned automatically to better advantage than any other fuel.
3. Anthracite can be burned under any degree of automatic heating desired or which the householder can afford.
4. Modern anthracite equipment requiring manual refueling as little as three times a week and without any mechanical aids to firing is now being marketed.
5. America's smoke problem is demanding the attention of officials in every community. Residence heating is credited with contributing at least 50% of the smoke

pall that hangs over all our cities. With every residence burning anthracite the smoke pall will be reduced 50%.

6. Oil reserves are uncharted and oil prices are rising.
7. Anthracite with its many plus qualities revealed by heating engineers is now engaging the attention of every major heating laboratory in the country.
8. A million extra rooms are now idle in the basements of America's homes. These rooms can be brought to life through a simple, low cost modernization program when anthracite is used.

The progress so far made in the cooperative campaign has resulted in a broadening of the area in which anthracite is distributed. This Fall anthracite will be available in the entire lake region, southern Wisconsin and northern Illinois. Chicago prices will be comparable to New York prices.

It is felt that sales in this area, as well as in the section east of the Alleghenies, will be given tremendous impetus by the development of new and revolutionary anthracite burning equipment, some of it designed in Anthracite Industries' own testing and research laboratories.

### Cheap Automatic Fueling

Two manufacturers are now producing a new heating unit for small homes which puts semi-automatic heat at the disposal of those in the low income brackets. The unit, originally developed at the Anthracite Industries' laboratory, requires refueling only two or three times a week, has no fire box of the orthodox type and has a solid, flat spiral, rotary grate. Fuel is automatically replenished by the natural fall of fresh fuel without the aid of any mechanical parts. Depending upon the geographical locality, this unit will heat the average six-room house at an annual consumption of five or six tons. It has built-in thermostats. Fuel is admitted through a large port in the top. It is predicted that this new type of heater will be specified in practically all the new low-cost housing units built in the area where anthracite is sold.

Whatever the type of equipment, all producers of anthracite burning units are reporting increased sales activity. Success of the newspaper advertising campaign on hot water supply systems is reflected in the statement of one equipment manufacturer that he is heavily oversold for the first time in seven years, and unable to fill orders.



# How Drug Jobbers Feel About the Private Brand Situation

How are the R-P Act and the Fair Trade acts affecting distribution in the drug field? Opinions of executives of drug wholesale houses in San Francisco and New Orleans are presented in this article, the second of a group of three.

(So many readers were interested in the report published in the June 1 and 15 issues on the opinions of grocery jobbers about the first year's working of the R-P Act that the editors decided to repeat the study among drug jobbers. This is the second of the reports from the drug field. Part I reported interviews in New York, Kansas City and Chicago. Part III will cover Detroit.—THE EDITORS.

**"T**HE advantages that our firm has gained through the operations of the Robinson-Patman Act justify the existence of the law, in my opinion," says Sherwood Coffin, vice-president, Coffin-Redington, one of the two leading drug wholesale houses in San Francisco.

"I say the advantages that have come to us from this law justify its existence," says Mr. Coffin, "because it actually has restrained certain unfair practices on the part of manufacturers, chiefly price discriminations against some buyers. I might add that the Robinson-Patman Act has also caused wholesalers to refrain from discrimination among their own customers. Certain of the advantages of the law may be intangible, but they have made for a better business atmosphere. So far as our experience goes, the law is working satisfactorily and we feel no need for alteration or modification.

"There is a widespread belief, especially in the East, that since the Robinson-Patman Act came into force, private brands are superseding nationally advertised brands. I do not agree with this view. At any rate, our own business experience does not reflect any such change of emphasis from nationally known to private brands. Sixty per cent or more of our stock is in nationally advertised merchandise. Since we do not break down our figures into private brands and nationally advertised brands, we have no way of saying exactly which has shown an increase or a decrease during the past six months, say, over a similar period in 1936, but I would say that there

has been no change in the relationship of the two kinds of merchandise. I do not believe that the Robinson-Patman law has altered the sales proportions of private and of nationally known brands in relation to one another.

"Due to the severe labor disturbances in San Francisco at the beginning of the current year, we suffered heavy losses in sales; in fact we show about a 2% decrease as compared with the first six months of 1936. Any figures we might give could not, therefore, throw much light on the extent to which the Robinson-Patman Act has affected business volume, or any portion of our business. If there have been gains in our own laboratory line, this is due to our own intensified sales efforts, not to any factor traceable to the Robinson-Patman Act.

## 'Fair' Manufacturers Supported

"What has really had a marked effect on business in this state, so far as the drug industry is concerned, is the California Fair Trade law. We cannot say enough, or speak with sufficient enthusiasm, about the results of this law without seeming over emphatic. Certainly the California Fair Trade Act has had infinitely greater effect on our business and that of our customers than has the Robinson-Patman Act. This law permits manufacturers to establish a price at which the retailer and the wholesaler can make a fair profit. Any manufacturer who is interested in whether the wholesaler makes a profit on his merchandise is now in a position to see that he does so. Naturally, we support those manufacturers who are willing to recognize our needs in this respect.

"The Robinson-Patman Act merely provides that manufacturers shall not sell at different prices or be guilty of any unfair discrimination in the matter of prices. The California Fair Trade Act, and similar laws in other

states, enables the manufacturer to stabilize prices and thereby protect the profits of the wholesaler and the retailer. For this reason, the Fair Trade law is indefinitely more important to ourselves and to our customers.

"Then we have the Unfair Practices Act which forbids the sale of merchandise at any price lower than cost plus overhead. This law covers all merchandise. It affects the retailer by assuring him that no one will sell below cost. The Fair Trade Act covers only branded merchandise and that proportion of branded merchandise which the manufacturer chooses to place under the protection of the law, but it does ensure a fair profit to all concerned. Other laws merely prevent, by one means or another, selling or making it possible to sell below cost. This is the great positive advantage of the Fair Trade Law as operating in California, and its benefits to the wholesaler and the retailer in the drug industry have been incalculable."

## "Whole Thing a Headache"

But another San Francisco wholesaler has a different point of view.

"The whole thing is a headache," says an executive of a wholesale house that serves chiefly the general stores in Arizona, Oregon, Nevada and California with drug sundries and household necessities in the drug line. "Being engaged in interstate business, the Robinson-Patman Act naturally affects us more than any of the state Fair Trade measures. For that matter, the Robinson-Patman Act takes in most of the provisions of the Fair Trade laws passed by the states and we have been doing our best to conform with it. I think, however, that its benefits, so far as our business is concerned, are doubtful. So far, we can point to no direct betterment or gain.

"I will say this for it: The law has enabled us to establish a uniform system of prices, discounts and freight allowances where formerly, to meet various types of competition, these were adjusted to circumstances. We now have one price, f.o.b. San Francisco and another, the delivered price. Apart from this, we can trace no particular advantage accruing from the

SALES MANAGEMENT



# LOOK

(AT 10¢ A COPY)

# LEADS!

**1,700,000\* NEWSSTAND SALES**  
**Passes All 5c Magazines in First 8 Months**

THE answer to LOOK's leadership in newsstand sales is LOOK itself. Here is a newly invented editorial technique . . . *narrative-in-pictures* . . . pre-proved for reader interest through four years of painstaking effort. Pre-proved again, as a magazine, on newsstands for eight months at LOOK's expense.

1,700,000 people now buy LOOK at 10 cents a copy without urging of boy sales-

men, contests, subscription canvassers or premiums.

For LOOK's editors seek out the unusual and dramatic picture-stories of the world in such basic human fields as sociology, religion, sport, personalities, crime, beauty, fashion, stage, screen, self-improvement, adventure, science and travel. Enthusiastic America buys LOOK because it *gives them what they want*.

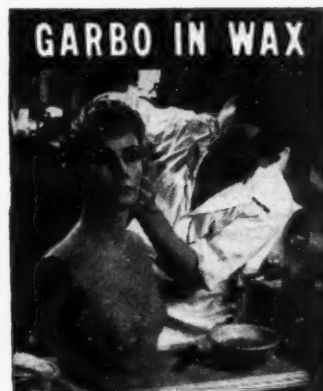
## BLACK AND WHITE RATES

	1 Time	7 Times	13 Times	18 Times	26 Times
Full Page	\$3,725	\$3,600	\$3,500	\$3,300	\$3,100
1/2 Page	1,975	1,875	1,800	1,800	1,600
1/4 Page	1,000	965	950	900	850
1/8 Page	510	485	475	465	450
Agate Line	6.10	6.00	5.85	5.75	5.50

\*GUARANTEED CIRCULATION 1,500,000

**Look** EVERY PAGE A PAGE OF  
 FEATURES LIKE THESE

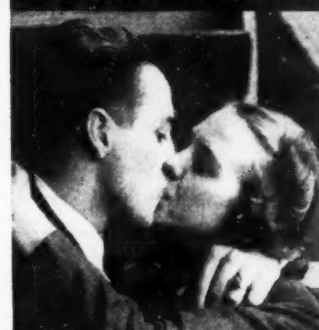
Look, Incorporated, Des Moines, Iowa  
 NEW YORK 551 Fifth Avenue  
 CHICAGO 333 North Michigan Avenue  
 DETROIT General Motors Bldg.



LEPER PRIEST



SERIAL STORY



IRON LUNG



THIRD DEGREE



law that we did not already possess.

"Possibly, the law should be changed or modified, though it seems to me it has not yet had sufficient trial for us to know clearly where it succeeds and where it fails. Personally, the more I study it, the less I understand it, and our lawyers can't help us out much.

"There is one aspect of the law that seems to me to require consideration and perhaps adjustment. Under the Robinson-Patman Act, as I interpret it, price differentials are still permitted with differences in quantity so long as the same prices and conditions are available to everyone in the same classification. In other words, a chain store buyer can get a better price from a manufacturer on, say, a \$5,000 order, although the chain store buyer is a retailer, than the wholesaler can get who places a \$500 order. It seems to me that not the quantity bought, but the nature of the buyer's service should determine the price. A wholesaler should receive a wholesaler's price, a retailer, no matter how large, should not enjoy advantages over the wholesaler. The chains boast that they eliminate the middleman, the wholesaler. What they actually do is to eliminate independent retailers.

### Act Ignores Service Functions

"The nature of the service a dealer performs should determine his right to prices. If he is a wholesaler, so long as he buys the minimum quantity, he should not be discriminated against due to the smallness of a given order, because he may be performing a useful service in the business system. Manufacturers use the wholesaler as an instrument of distribution. They should be willing to take into consideration the character and value of this service to themselves. It is here, if anywhere, that I believe the Robinson-Patman Act requires either modification or clarification.

"During the first part of this year, the Pacific Coast was tied up with paralyzing maritime strikes, as well as strikes right in our own wholesale drug industry. In spite of this, we show, for the first half of this year, about a 10% increase over the same period in 1936. Relative to our increase in general volume, there has been a decrease on nationally advertised brands. We show a dollar-and-cents increase on nationally advertised goods, but not in the same ratio to our general business gain. The reason for this is the fact that we have given closer attention to the more profitable items.

"Some of our nationally advertised

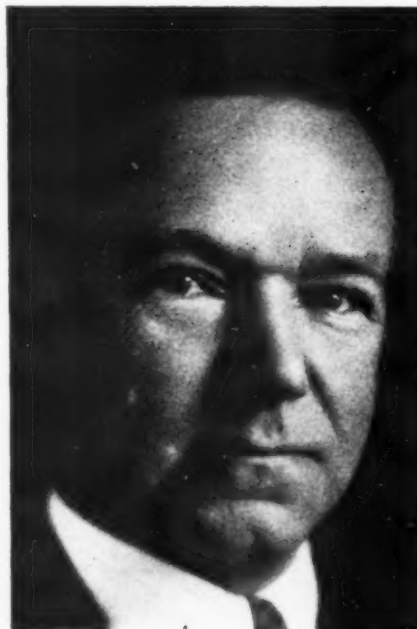
brands have held their own, for instance, Pepsodent and Colgate (both under California Fair Trade protection which may have something to do with it). Another reason for Pepsodent's holding its own is that, where formerly they had only a 50-cent tube of tooth paste, they now market also a 25-cent size. We have our own line of household necessities and that has shown an increase this year. This increase is due, however, to increased selling efforts on our part, since we have been forced to increase our profits to cope with increased overhead brought about by labor demands, etc. The Robinson-Patman Act had nothing to do with this.

"Many wholesalers are dissatisfied with the discounts that are being allowed them by manufacturers," this executive says.

"The average Coast wholesaler's operating costs come to 20%. Our own happen to be 25%. We distribute in rural districts. Most manufacturers allow 14%; they feel they are being really generous when it gets up to 15%; 16 3/4% is exceptional. This situation forces us to do the best selling job on merchandise that will enable us to make the best profit.

"The Fair Trade law has helped to some extent in California, but because we distribute largely to general stores in agricultural areas, it has not affected either us or our customers as much as it has some other classifications of California business. On certain items, the Fair Trade laws in California and other states where we operate have given our customers better profits.

"Generally speaking, I am not sold on the Fair Trade law method of price



Blank & Stoller

Sherwood Coffin finds that the R-P Act brings definite advantages to his firm.

control. It looks to me as though the manufacturers who have made no effort to maintain fixed minimum prices have enjoyed larger increases in business, because many merchants seem more satisfied in furnishing their customers the merchandise they ask for at a price that appeals to them, than they are in selling profit-stabilized merchandise. It sounds queer, but it is true."

New Orleans drug wholesalers, while they look on the Robinson-Patman Act as a move in the right direction, do not feel that it is specific enough or that it has been enforced strictly enough to deliver a full measure of the benefits it promises.

Irving L. Lyons, president of I. L. Lyons & Co., Ltd., New Orleans, says that while the Act has caused some drug manufacturers to eliminate allowances, discounts and other benefits to large buyers, discrimination is still being practiced in one guise or another.

There will be no great improvement, he believes, until some drug manufacturer is actually convicted of violating the Act and the teeth of the law become apparent.

### National Brands Hold Own

"Our own business," Mr. Lyons declares, "shows a substantial increase for the first half of 1937 as compared with the same period last year; but I really believe that improved conditions generally are at least as much responsible for this increase as is legislation and regimentation.

"In regard to the present position of national and private brands, in our own case we find national brands more than holding their own since the enactment of the Robinson-Patman Act. This is largely because manufacturers of nationally-advertised merchandise who want to do the right thing and are anxious to cooperate with the movement to eliminate unfair practices, have adopted stabilization policies that are extremely fair to wholesaler and retailer and have abided by them. The result has been closer cooperation with these manufacturers by their customers in the wholesale and retail fields. Large buyers in other localities may have retaliated when deprived of special privileges by putting less effort behind these manufacturers' goods, but in the New Orleans territory we believe that fair-minded manufacturers have helped themselves materially with jobbers and retailers and that the latter are more anxious to sell their goods than before.

"In general, I am strongly opposed (Continued on page 59)

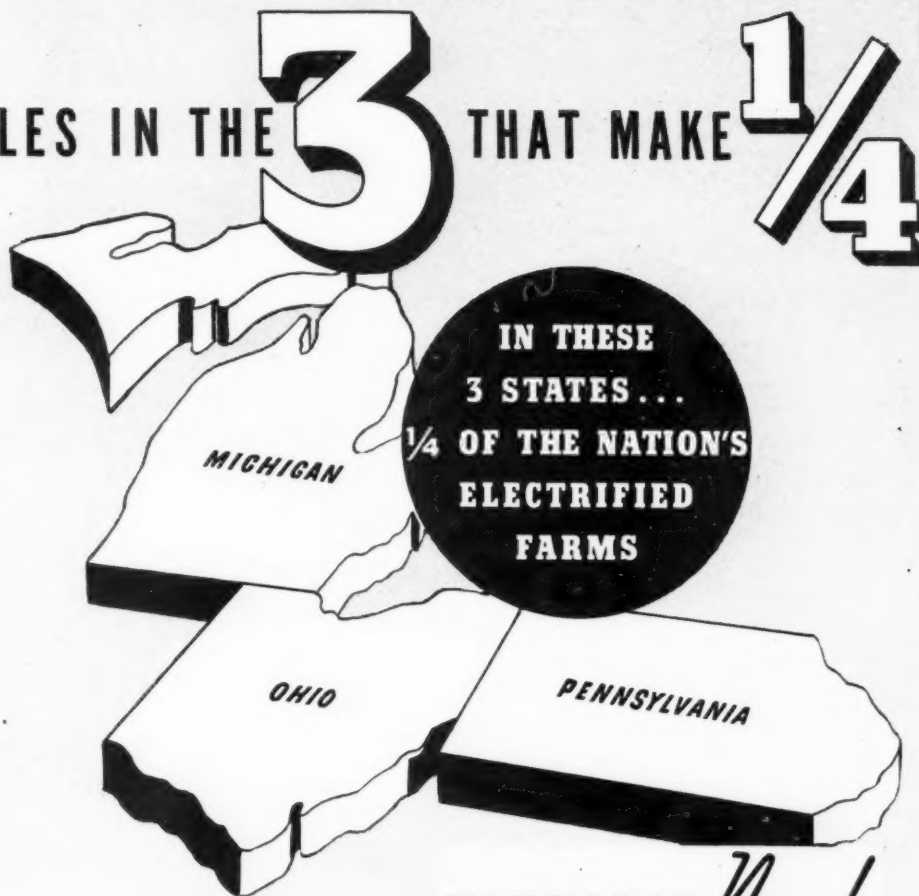
SALES MANAGEMENT





# IT'S TIME TO GET SET FOR SALES IN THE 3 THAT MAKE $\frac{1}{4}$

300,000 electrified farms — one-fourth of the nation's total — will be found within the boundaries of Pennsylvania, Ohio and Michigan at the end of 1937. Within this closely knit market, farmers are buying a huge volume of electrical equipment. Because of good crops and prices, resulting in the highest buying power in 10 years, they will buy even more in coming months. Now is the time to speak for your share of these ready sales—*effectively and at low cost*—through advertising in the three state farm papers that can deliver this buying audience to you.



GET THESE FACTS *Now!*



Farmers in Michigan, Ohio and Pennsylvania are now in the market for more than 70,000 new electric refrigerators.



Along with more than 90,000 washing machines, farmers in the "3" that make  $\frac{1}{4}$  are preparing to buy 40,000 electric ranges.

You need no longer base plans for selling this rich farm market on guesswork. Results of a comprehensive study among farmers, dealers and power companies now are ready for your use. This study reveals just which appliances and items of electrical equipment farmers intend to buy and the volume of each. It tells you the relative buying worth of newly connected farms, and those on long-established rural lines. It tells the location of electrified farms within each state, and many more facts from which to effectively plan your sales and advertising strategy. Ask your Capper Farm Press representative today for the results of these market surveys or write to the units of Capper Farm Press listed below.

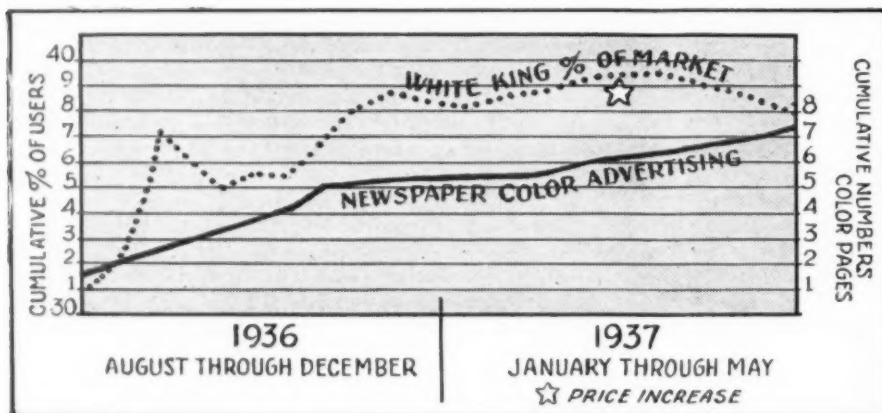
**Michigan Farmer**

**PENNSYLVANIA  
FARMER**

*The*  
**OHIO FARMER**

REACHING 80 PER CENT OF THE ELECTRIFIED FARMS IN MICHIGAN, OHIO AND PENNSYLVANIA





Through the use of a continuous pantry shelf survey during the advertising campaign, the Los Angeles Soap Co. measures results of color drive.

# Newspaper Color Advertising Jumps White King Soap Sales

ONE reason why advertising will probably never become an exact science is that large advertisers use a variety of media at the same time and find it practically impossible to isolate the effects of one medium from those of others.

Most advertisements are more pleasing, more attention-compelling in color than in black and white. But most advertisers have found it extremely difficult to get actual proof that color advertising pays. They "think" and they "hope" it is worth the additional cost, but very few of them seem to know definitely unless their entire appropriation is in color, or color has been added as a controlling factor, with all other advertising remaining constant. Even in the latter instance there are many other factors which may upset calculations, such as changes in business conditions, changes in distribution or the attitude of retailers.

But the Los Angeles Soap Co. makers of the White King brand granulated soap apparently have found that newspaper color advertising does pay.

Through a continuing "pantry shelf" inventory conducted in the Los Angeles area by the W. R. Penney Market Research Corp., the company was able to measure the effectiveness of its color advertising.

This consumer survey differs from ordinary "pantry shelf" inventories in that it gives a continuous weekly check of a representative sample of consumers—different families each week—in the Los Angeles area. Analysis of these figures shows the ebb and flow of consumer acceptance and the

results of special advertising pressure, of price changes, of changes in the economic balance of the community, of the attitude of independents, chains and wholesalers. A survey made the first week of September, 1936, for example, showed that Oxydol had 12% of the Los Angeles market. If the survey had been made in the last week of September it would have shown that Oxydol was used in more than 18% of the homes—but if it had been made in the last week in November it would have shown 12.5% saturation.

The first W. R. Penney survey on packaged soap was made during the week of August 9, 1936. The technique of the Penney research is to ask the housewife what packaged soap she used this week. Note that she is not asked what she has on her shelf or what soap she bought during the past week. The week in which the interviews are made terminates on Sunday.

In the week ending August 9, 32% of all the women interviewed who used packaged soap used White King. On Sunday, August 9, a full-page advertisement in four colors appeared in the Los Angeles Examiner and the following week 42% of all women who used packaged soap used White King. As the

campaign progressed, increased pressure was added through the Los Angeles Herald & Express and the Los Angeles Times.

During the week ending September 13, 31% of the women used White King; this jumped the following two weeks to 37% following the publication of another White King page in color on September 13.

Full pages appeared once a month during the Fall and by November 22 the percentage of users had increased to 43%. In the months following, December showed 36%, January 41%, February 43.6%, March 40%.

(Continued on page 67)

A CELEBRATED Hollywood DESIGNER PREPARED THIS AMAZING Fashion Forecast FOR YOU! Send FOR IT TODAY!

BE FIRST TO KNOW What the Styles of the FUTURE WILL BE

ANOTHER WHITE KING Triumph ROSE-WATER WASHING

1 CUP OF WHITE KING SOAP = 2 CUPS OF ORDINARY SOAP

Clothes—plus color—changed soap buying habits.

SALES MANAGEMENT

# 30 WEEKS! 30 GAINS!

## *Bank Clearings in Kansas City Show Unbroken Record of Weekly Increases over Corresponding Periods of 1936*

Beginning with the second week of January, Kansas City's bank clearings have been greater each week of this year than they were in the corresponding weeks of last year. More than seven months of steady financial progress!

For the week ended August 4 Kansas City's money turnover was \$120,393,000, a gain of 13.9% over last year. Kansas City's rank for the week was eighth in America.

Wheat has been pouring wealth into the Kansas City market. This year's wheat crop in the Kansas City area is the largest and most valuable since 1931. It is estimated more than \$300,000,000 worth of wheat will be shipped to Kansas City this summer.

But wheat is not the main source of Southwestern prosperity. Cattle and hogs are the real leaders. Consumers of corn, pasture, hay and silage, they represent the largest single industry of the Southwest.

Fine rains have produced ample pasture and the prospect of an excellent corn crop. These in turn will give direct stimulation to livestock and added strength to Kansas City's financial position.

So the pace already set by Kansas City's bank clearings is likely to be maintained and perhaps exceeded as the season progresses.

Here's new wealth, new dollars, new spending power. Here's money that will be invested in your products or in those of your competitors.

The bright spot on America's business map is the Kansas City area. Focus your advertising where the money is!

The Kansas City Star, daily, and The Weekly Kansas City Star (agricultural) reach one out of every two homes in Kansas and Missouri, excluding only the city of St. Louis.

The Daily Kansas City Star is the largest newspaper west of Chicago. The Weekly Kansas City Star is the largest farmers' weekly in America.

### THE RECORD

*Kansas City's Clearings by Weeks and the  
Percentage Gains Over Last Year*

Week Ended	Clearings	Gain
January 13.....	\$ 92,927,000	6.0% gain
January 20.....	103,116,000	7.5% gain
January 27.....	91,396,000	9.6% gain
February 3.....	96,218,000	14.6% gain
February 10....	85,194,000	29.3% gain
February 17....	90,097,000	3.3% gain
February 24....	87,321,000	10.1% gain
March 3.....	108,498,000	21.3% gain
March 10.....	92,805,000	21.4% gain
March 17.....	102,894,000	15.6% gain
March 24.....	110,963,000	37.9% gain
March 31.....	93,178,000	22.1% gain
April 7.....	98,031,000	26.2% gain
April 14.....	103,883,000	28.8% gain
April 21.....	125,046,000	30.3% gain
April 28.....	112,469,000	39.5% gain
May 5.....	115,604,000	39.4% gain
May 12.....	93,002,000	17.0% gain
May 19.....	103,156,000	15.1% gain
May 26.....	96,896,000	19.4% gain
June 2.....	86,696,000	7.4% gain
June 9.....	98,062,000	25.7% gain
June 16.....	101,653,000	7.1% gain
June 23.....	113,037,000	21.9% gain
June 30.....	102,153,000	13.0% gain
July 7.....	86,000,000	3.2% gain
July 14.....	137,496,000	14.6% gain
July 21.....	155,910,000	18.7% gain
July 28.....	127,981,000	24.4% gain
August 4.....	120,393,000	13.9% gain

### Eighth in America

The following table shows total clearings at the twenty-two leading cities in the United States for the week ended August 4, with the percentage gain over a year ago, as reported by Dun & Bradstreet, Inc.:

	Week August 4	Pct. Gain
New York .....	\$3,596,401,000	6.2
Philadelphia .....	369,000,000	*1.9
Chicago .....	331,100,000	9.5
Boston .....	213,066,000	*4.4
Pittsburgh .....	168,594,000	18.1
San Francisco .....	152,700,000	9.2
Detroit .....	143,396,000	32.9
<b>Kansas City .....</b>	<b>120,393,000</b>	<b>13.9</b>
Cleveland .....	102,118,000	22.8
St. Louis .....	92,228,000	13.7
Baltimore .....	78,439,000	2.8
Minneapolis .....	69,522,000	*4.2
Cincinnati .....	63,205,000	20.1
Atlanta .....	50,100,000	14.4
Dallas .....	46,184,000	14.6
Seattle .....	38,727,000	12.7
Buffalo .....	36,200,000	6.2
Richmond .....	35,794,000	14.7
New Orleans .....	34,480,000	18.3
Louisville .....	33,302,000	18.6
Omaha .....	32,771,000	*1.3
Portland, Ore. ....	30,995,000	15.2

\*Decrease.

## THE KANSAS CITY STAR.

Evening 314,706

Morning 311,413

Sunday 325,647

Weekly Star 460,020

SEPTEMBER 1, 1937

[53]



Marconi was deserving of all the fine tributes paid him. You thank God for him every time you set foot on a ship at sea, or in a modern skyliner. He must not be charged with the atrocities that came in the wake of wireless—certain radio programs that we all know too well. Let us remember him for the greater achievement of wireless communication. It is still a miracle to me.

Ken Slifer thinks "Market Shorts" are just ducky for wearing to the grocer's on a hot day.

Successor to the roadhouse piano is the nickel-in-the-slot radio, which I found in my hotel room in Peoria. Ten minutes are measured off by clockwork, which ticks like the timer in your Toastmaster there on the breakfast table. You can set it, go to bed, doze-off to music, without worrying about turning it off. That is, if that appeals to you.

The Cherry Sisters have been a name to me all my life, but I just recently caught up with them in Cedar Rapids, their home town. The theory is they got by on the stage because their act was so bad it was good. I can't believe they have changed their routine in 40 years, and it must have been just as stinko then. A nice study in the psychology of theatergoers.

The Pennsy's *General* seems to be stealing traffic from the flagship, the *Broadway Limited*. It's almost as fast, almost as luxurious, and there is no extra-fare item to bother the man who okays your expense account.

Slogan for a jalopy: "Ask the man who condones one."

I frequently envy the man who has the courage to stick his dinner napkin under his chin. It's his necktie that gets the gravy, after all, not his lap.

Certain types of retail salespeople are also "counter" irritants.

Lew Conarroe, one of our "constant readers," offers a slogan for the Hamilton Watch: "Our watchword is

accuracy." Or, as I once observed, "The minutes stand approved."

Industry deplores the sit-down strike, yet a hen does her best work sitting down.

"Not all the pilot-fish are in the ocean, hitch-hiking on the bellies of sharks and giant rays. You sometimes find them in business, riding to success on the ideas and energies of others," says a correspondent. Sh-h-h!

Footnote: In Iowa, the corn state, a chiropodist is a "podiatrist."

Pertinent headline by the I.C.S.: "Now we're *getting* somewhere!"

"For she who hesitates," says E. P. Dutton & Co. in a little ad in the *Herald Trib's* book section. Such grammar! And from a publisher who must have a store-room full of grammar books.

The farm press, it seems to me, should capitalize the fact that Nature's factories are always on full time. A hen with an egg in her system must get it off her chest, or wherever. Trees and vines heavy with fruits and vegetables must be relieved. A cow with an udder full of milk can't wait to see what Washington is going to do. Live stock never go on strike, if you except the Missouri mule. The farm market is an active market, worth cultivating.

The new *Digest* is now a month and a half old. It deserves success on its own, as well as for the sake of its venerable parents. As a paragrapher, I hope it will revive the "Topics in Brief" of the old *Digest*. (After this was written, "Topics in Brief" reappeared.)

An overworked word in our racket that rates a pension: "Stylized."

Halstead Cottington turns in the Chiropractors' Song: "Adjust You, Adjust Me." He further recalls a nifty of Edgar Bergen's famous "Charlie McCarthy," who said the spiritual-

istic medium was having trouble because he had aunts in his trance.

The gals may not know it, but their grandmothers had a word for those plaited, peppermint-candy circlets they are wearing to keep their hair in place: "Snood." Not much of a word, to be sure, but *le mot juste*.

Super Shell advertises Norman Bel Geddes as an "authority on future trends." He's practically made.

The railroads give a quick picture of their size and importance as a buyer of goods in that headline: "Wrap up a *billion* dollars' worth!"

Monkey songs were popular at the turn of the century. You may remember one called "Under the Bamboo Tree." A currently popular camera reminds me of the refrain of that song: "If you Leica me like I Leica you."

An English writer with a bitter sense of humor calls it "Holy Deadlock."

Imaginary lead: "Mr. Winchell is on vacation and his column is being conducted today by Mickey Mouse."

Epitaph for a millionaire: "You can't take it with you."

Omaha's Station WOW brightly headlines: "And sudden wealth."

Gordon Page says the Japs are looking for a sino-cure. Check!

A reporter early develops the power of association. When I saw a sign reading "B. Mann, Veterinarian," I said, half aloud, "Mann and beast."

Maureen Murdoch sends me a postcard from—wait a minute—Llanfairpwllgwyngyllgogerychwyrndrobwl—Llantysiliogogoch, Wales. Believe it or not!

Britannia Rules the Waves—except those just off Newport, R. I.

A "stopper" is a "corking" headline, obviously.

Shell stations also bulletin "Clean Rest Rooms." (Oil cans, to you.)

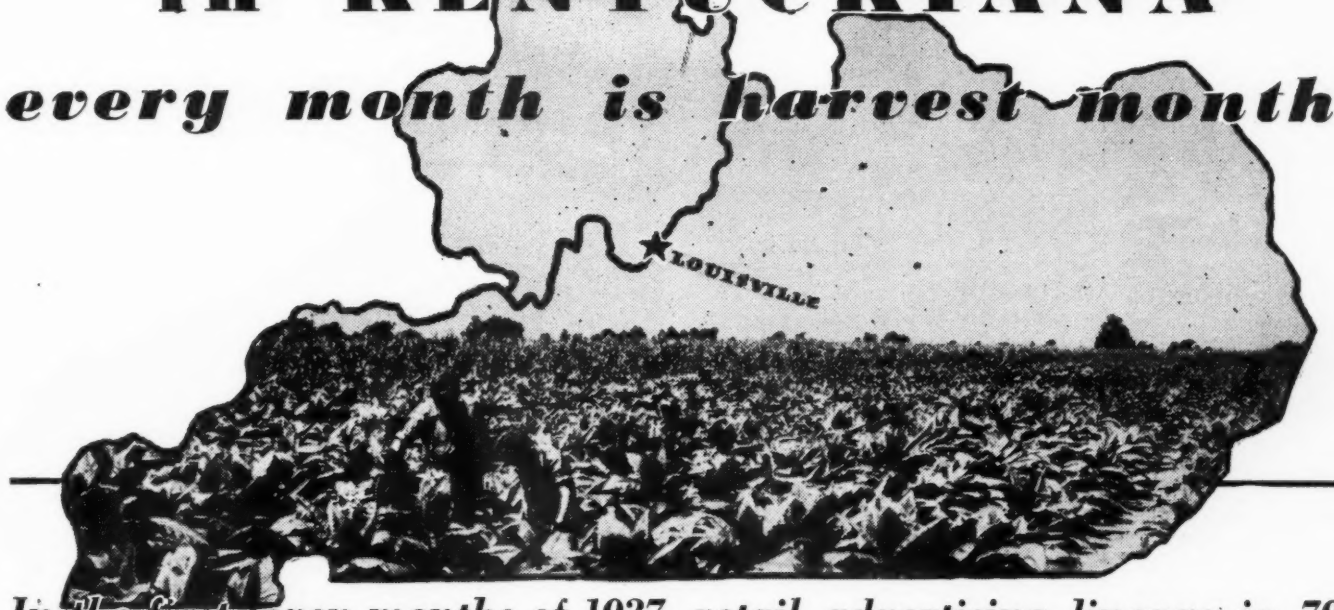
Beau Beals tells about a fellow who was so dumb he thought "Vat 69" was the Pope's telephone number.

T. HARRY THOMPSON.

SALES MANAGEMENT



**in KENTUCKIANA**  
*every month is harvest month*



*In the first seven months of 1937, retail advertising lineage in 79 major markets increased \_\_\_\_\_ **5.4%***

*In the same period The Courier-Journal and The Louisville Times retail lineage chalked up a gain of \_\_\_\_\_ **14.3%***

**. . and here's the reason—**

Kentucky farmers alone received \$33,195,000 more for their products in the first six months of 1937 than in the first half of 1936. Their total receipts of \$85,800,000 represented a gain of 63 per cent . . . Kentucky whisky production, centered in the Louisville area, exceeded all other States combined in May . . . Manufacturers' payrolls are larger than in 1929 . . . Louisville bank clearings soar well above the national average . . . Stimulated by these factors retail and wholesale sales in the area consistently have ranged 10 to 25 per cent higher throughout the summer months than a year ago . . . Building gain in Louisville in June was 205.4 per cent above June, 1936.

*Rich sales may be reaped with "A" schedules in*

**The Courier-Journal.**

**THE LOUISVILLE TIMES.**

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

**W H A S**

EDWARD PETRY & CO., NATIONAL REPRESENTATIVES

# Chevrolet Bolsters Quality Drive with Sales Training "University"

Dealers, dealer salesmen, service men, and used car men are participating in the broadest program of sales study yet undertaken. "Quality salesmen for quality dealers" is W. E. Holler's slogan for the new drive.

BY D. G. BAIRD

**P**RESSING onward with its quality merchandising program as rapidly as is consistent with thoroughness, Chevrolet has now taken the next logical step by inaugurating a program of sales training that extends all the way down the line.

"This is a big job and we don't claim to have accomplished it yet," W. E. Holler, vice-president and general sales manager, said. "We have made a beginning, though, and we have an ideal to strive for.

"We are giving our district managers a course of training never before attempted. Then, in keeping with our policy of lending every possible assistance to our dealers, we are making available to them a course of training for their employees. Our dealers have a direct voice in our merchandising program. They ask for what they want and we try to give it to them. Quality dealers should have quality salesmen. So they ask us for more and more sales training, and we are giving it to them.

"Because of the magnitude of the undertaking, though, we have begun

by directing such efforts to those departments and places where they appear to be most needed. Just at present, major emphasis is on used cars, because we realize that dealers can't keep on selling more and more new cars unless they keep their used cars moving. We also provide sales training for new car salesmen, and we plan to extend this activity as rapidly as needed. It isn't greatly needed at present, because we can't supply enough new cars to meet the current demand."

The program proper was inaugurated in the Spring of 1936, when a series of training schools for new car salesmen was begun. These schools were conducted by factory representatives at district offices, principally for the benefit of new salesmen employed by dealers. Each school lasted five days. The course covered the fundamentals of salesmanship, then made practical application to selling Chevrolets. Equipment included talking motion pictures, slide films, charts, literature, and demonstrators.

Students were provided with special notebooks and these were graded.

Several students were selected to make brief talks each morning, and the best talker was appointed master of ceremonies at the graduation banquet. Special evening courses for old salesmen were conducted at the same time.

These schools are not being conducted at present, but it is expected that they will be resumed in 1938, if not sooner.

For some years prior to 1936 Chevrolet had been conducting an annual one-day "Comparison School" as soon as possible after introducing new models, and this has continued to be one of its most popular sales training features. The National Dealer Planning Committee this year strongly urged that the schools be continued, and even extended, and the company responded by sending 57 instructors into the field to conduct the one-day schools.

The Dealer Committee then showed its appreciation by unanimously resolving: "That this Committee go on record as expressing its sincere appreciation of the Salesmen's Comparison Training Schools now being held in the field, which are—in our opinion—the best training schools ever conducted. This Committee asks that the Chevrolet Motor Division give us as many schools of this type as possible."

But dealers cannot keep on setting new car sales records unless they sell even more used cars, the ratio being about two used car sales for each new one. This has been the bugaboo of the industry for years. Chevrolet dealers held their used car stocks

In the "Chevrolet School of Modern Merchandising Management" Chevrolet's district managers of tomorrow are made. It is but one of many types of training now being offered by the company — training for everyone in the organization concerned with the sale of either new or used cars.





## A Sales Manager With A Headache

**T**HE man we want to talk to is the man who pushes up his firm's SALES curve until it threatens to jump the wall chart and puncture the ceiling. That's how he gets his fun.

He's the same man who delivers the

goods when a mercenary board of directors gathers 'round a table and expectantly calls for the PROFITS. That's how he gets his headache.

To him we offer the following sales opportunity:

★ ★ ★ ★ ★

**T**HERE are 680 thousand consumers in Rhode Island who, individually, spend more than the average consumer simply because their greater per capita income permits it. Sales Management says the total last year was 246 million dollars. Here are sales for you!

Equally pleasing to the sales-getter is the fact that 92% of Rhode Island's population is urban — a nice little selling advantage you don't meet often enough to be contemptuous.

Providence, of course, is the place where you put the point of your compass — and within the largest circle you care to describe on Rhode Island's market map your most distant consumer or dealer is but 60 minutes away. Dandy? And try to duplicate what you find in between — 644 consumers per square mile!

As the core of this unique market, A.B.C. Providence has 71% of the wholesale outlets which account for 77% of the state's wholesale trade. It has

49% of the retail outlets which account for 58% of the retail sales. It has half of Rhode Island's 164 thousand families — half of the gainfully employed.

No need to interpret these facts in terms of economical distribution, simplified contact and merchandising. Here are more profits for your board! But consider this further significant thought: Journal-Bulletin coverage of the A.B.C. City is practically 100%, and of Rhode Island as a whole, 2 out of 3 families — the most able to buy.

## Providence Journal-Bulletin

*Dominating New England's Second Largest Market*

Representatives: Chas. H. Eddy Co., New York • Chicago • Boston • Atlanta  
R. J. Bidwell Co., San Francisco • Los Angeles



## Send for This Useful Report!

MORE than 500 sales executives attended the special two-day conference in Chicago, in June, to hear speakers of national importance discuss "New Challenges to Selling." These talks were recorded and are now available to non-members unable to attend conference.

100 page report of the  
Proceedings of

### The National Federation of Sales Executives

This report includes the  
following talks

"Looking Ahead with Selling" Dr. Alfred P. Haake, managing director, National Association of Furniture Manufacturers.

"New Frontiers of Selling" Bennett Chapple, vice-president, American Rolling Mill Co.

"New Faces in the Sales Picture" Col. T. Russ Hill, president, Rexair, Inc.

"The Government and Selling" Judge Ewin Lamar Davis, member, Federal Trade Commission.

"Trends and Opportunities in Merchandising" Harry Boyd Brown, national merchandising manager, Philco Radio & Television Corporation.

"Trends and Opportunities in Advertising" Arthur H. Little, associate editor, *Printers' Ink*.

"The New Position of Business As It Affects Marketing" William Whitfield Woods, president, Institute of American Meat Packers.

"The Future for Private Enterprise in America" Dr. Glenn Frank.

"Current Facts Needed in Sales Planning" Dr. N. H. Engle, asst. director, Bureau of Foreign and Domestic Commerce.

"Organizing for Better Sales Results" K. N. Merritt, general sales manager, Railway Express Agency, Inc.

"Developing Teamwork and Enthusiasm in Salesmen" W. V. Ballew, general sales manager, Dr. Pepper Company.

"Getting the Most Out of the Sales Organization" David Hearsh, vice-president, Berkowitz Envelope Co.

"Concrete Roads to Better Sales Results" Carl Wollner, president, Panther Oil & Grease Mfg. Co.

Available to Non-Members  
at \$2.00

Executive members of the Federation, and members of local Sales Managers Associations affiliated with the National Federation will automatically receive the report without charge.

E. F. ANDERSON, Secretary  
NATIONAL FEDERATION OF SALES EXECUTIVES  
1101 Commerce Street, Dallas, Texas.

For the attached \$2.00 please send me the report of the Chicago conference and information regarding executive membership in the National Federation of Sales Executives.

Name .....

City .....

State .....

(Please Attach Business Card)

within bounds during 1936 by selling more than two million of them. By the Spring of 1937 Mr. Holler had become convinced that used cars really are a problem and that the manufacturer should do something about it.

He organized a complete, national used car department, staffed by many of Chevrolet's best sales executives, and comparable in every respect with the new car sales department. There are now two assistant general sales managers devoting their full time to used car sales, just as two others do to new car sales, and the same set-up extends through the regional, zone, and divisional organization. At the home office, there is an assistant in charge of used cars in each of the seven major departments, while four Campbell-Ewald agency men devote their full time to used car advertising.

### Even Management Is Taught

Seasoned veterans were chosen for this new job. They had to be replaced, of course, so there were many promotions all along the line. Then to fill in down at the end, regional and zone managers were asked to pick new men to be sent to Detroit for a course of training in "Modern Merchandising and Management" that will prepare them to go into the field as district managers.

The first such class began a seven-weeks' course in June. It consisted of 22 young men, all of whom are college graduates who have had some practical experience. They were "given the works," of course; also salary and expenses while preparing to go out and take a good job that is already waiting. This is believed to be the first time anything of the kind has been done in the automobile industry. It is expected that other such classes will be enrolled from time to time.

Still another new type of school is one devoted to used car reconditioning. Before used cars can be sold successfully—and stay sold—they must be properly reconditioned. At the same time, this essential work must be done economically, if the selling price is to be held within reasonable bounds. To solve this problem, the used car department and the service and mechanical department cooperated in working out methods to be standardized. Then they called in representatives from all zones, gave them a two-day course of training, and sent them back to conduct similar schools for dealers' service men throughout the country.

The most extensive course of sales

training in operation at present is one started in July. It is for dealers' used car salesmen—and again is the first of its kind. Like the factory sales executives, retail used car salesmen have been placed on a comparable basis with new car salesmen. They are being given special training and special new equipment, and are going out to sell used cars, in exactly the same way their brethren sell new cars.

The used car sales training school is very similar to the one formerly devoted to training new car salesmen. It is a five-day course, beginning with the fundamentals of salesmanship, then the market, then leading on to such brass-tacks considerations as how to find used car prospects, how to qualify and handle them, how to use the new selling equipment, how to sell Chevrolet reconditioning, how to make appraisals, and actual comparisons of used cars. The subject of used trucks is presented in much the same way. Classroom equipment includes four talking motion pictures, 16 slide films, and a wide assortment of turnover charts and "flats."

Students are provided with a special notebook which includes a page or two of "Pointers on Taking Notes" and illustrates these pointers with a right and a wrong version of the "Story of the London Fire."

### Aids for Used Car Selling

The new used car salesmen's kit consists of a leather case, with patented fastener, containing an album on a collapsible pyramid stand; a unique "Value Check," just designed, which enables the salesman to compare values of each of several makes of cars for each of the past several years; a "Used Car Inspection Guide"; two booklets on selling features of used cars and used trucks; order pad, scratch-pad, and pencil. The two booklets referred to were the only equipment heretofore available to used car salesmen.

The Used Car Inspection Guide is a pad of forms, similar to the regular used car appraisal form, which the salesman is taught to use in preparing the car owner for the inevitable shock when it becomes necessary to answer the question uppermost in his mind, "How much will you allow me for my car?" The salesman and the owner make an informal appraisal together, checking off the various features. By the time the official appraisal is ready, the owner has become somewhat resigned and is better prepared to face the facts.

The present used car school is an outgrowth of experience obtained in connection with the new car sales training schools last year. In many

SALES MANAGEMENT

cases during that period dealers asked for special used car sales training and such courses were provided. Zone representatives were then brought to Detroit to take the course themselves as preparation for conducting similar schools in their territories. Three men in each of the 47 zones now devote their full time to used cars. They are assisted in conducting the schools by the truck manager and the district managers.

The schools are conducted at district offices. As there are about six districts to the zone, and there are 47 zones, there will be a lot of sales training before the program is completed.

## Drug Jobbers Discuss National vs. Private Brand Situation

(Continued from page 50)

to politics in business. I don't believe in having to legislate people into doing the right thing, but legislation seems to be the only way to get a square deal for the little fellow. While it isn't fool-proof, the Robinson-Patman Act seems to be a move in the right direction."

State Fair Trade acts, avers Mr. Lyons, have done a great deal to minimize cut-throat competition. While establishing a minimum retail price cannot guarantee that identical retail prices will prevail in all stores, it does place competition on a much more equitable basis and gives the little fellow a fighting chance. Retailers in the area served by the Lyons firm are generally well satisfied with existing Fair Trade laws and their effects.

Sales of nationally-known brands of drugs and pharmaceutical preparations have shown gratifying increases, states Mr. Lyons, and this is especially true of the products of those manufacturers who have adopted fair stabilization policies.

One New Orleans drug wholesaler asserts that sales on Pepsodent products have jumped from 40 to 45% for the first half of the current year as compared with the same period in 1936. Heavy advertising support, he says, is partly responsible for this new business, as is the Pepsodent company's price maintenance policy. "Those people offer real merchandising cooperation," this wholesaler states, "and play fair with their dealers. They don't sell to everybody, and give fine support to those who stock their lines."

Colgate products, too, have shown

increases but in a far smaller degree—about 15% with this particular firm. "They seem to have no definite policy," he avers, "and, lacking adequate cooperation, dealers put no special effort behind Colgate merchandise." Coty was another nationally advertised brand that came in for special favorable mention and their dealer policy was highly praised.

C. A. Iorns, vice-president and general manager of the New Orleans branch of Meyer Bros. Drug Co., Inc., St. Louis jobbers, agrees that the Robinson-Patman Act should be more specific in its provisions. It presents the basis for hope in clarifying the disturbed waters, he thinks, but added legislation is needed and the Supreme Court will eventually have to settle some details of the Act. Up to now the Act has been of little value, in his opinion, although it has been something of a stabilizing influence in general.

### Boon to Small Drug Retailers

The enactment of the Miller-Tydings bill, Mr. Iorns believes, will be helpful to druggists and would do much to eliminate the present abuses by enforcing resale price maintenance.

Business has been increasingly good with this southern firm though no definite statistics are available in this respect. The Pepsodent line, thanks to their efforts in stressing the importance of "irium," has shown substantial increases—materially in excess of this jobbers' general lines—but whether this appeal continues to be resultful remains to be seen. Colgate sales are also up.

Fair Trade acts have undoubtedly been a boon to the small retail druggist, says Mr. Iorns, and his customers in the retail field have high hopes that many former abuses will be permanently eliminated through such measures.

The relative position of national and private brands has not been materially affected by present legislation as far as this New Orleans jobber can see. While sales on the former have shown healthy increases compared with 1936 figures, they have not supplanted private-label merchandise, nor has their increase been any greater than the increase shown by Meyer Bros.' business as a whole.

It will take a whole lot of legislation to discourage private brands, Mr. Iorns points out. Chains and other large drug outlets, like the big grocery retailers, have their own pet brands marketed under their private labels and intense effort at the point of sale by their own clerks, with the

assistance of special sales and heavy individual advertising, keeps these profitable lines moving at a fast clip. As long as conditions enable them to push their own merchandise they can be counted on to continue to do so and many department stores and other large outlets are using the Robinson-Patman Act's provisions to call attention to alleged economies of their own lines.

### Brewers Use Car Cards

United Brewers Industrial Foundation, Inc., is running 11x42-inch car cards featuring the theme "Cook with Beer" in some 100 cities. A recipe booklet of Colonial dishes is offered. The recipes have been found by research in old cookbooks. About 100 local brewers are linking on to the general campaign with cards of their own brands appearing beside the Foundation's. Thus they get double display in street cars, buses, subways, and elevated trains. Barron G. Collier, Inc., is in charge.

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DAYTON OHIO

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420 Lexington Avenue

NEW YORK, N. Y.



# The Miller-Tydings Act: Now That We Have It, What Shall We Do?

(Continued from page 24)

pendents whose aggregate sales probably account for the larger part of his volume. A serious drop may be expected if a competitor satisfies these independents and he does not.

On the other hand, if he adopts price-maintenance at a level that provides for the independents how can he hold his volume through the chains? Their sales will likely fall off when they have to charge the same prices as the small dealers. Can the independents be relied upon to get behind the product strongly enough to make up the losses that the chains will suffer? Have they the power and drive and are they organized to do it? And if the chains are offended by the policy adopted, if they retaliate by concentrating on a private brand or a competitive brand that is not price-protected, how is this manufacturer to avoid loss of important volume? If his prices have been badly cut so that a profit to the trade involves a noticeable price increase to consumers,

will the public stand for the rise?

In other words, how can he continue to ride both the independent and chain "horses" and at the same time retail his consumer support? It's a hard nut to crack. It is a diseased situation that has been years in development and in some cases will require some time to cure. No single line of action will fit all lines of trade or all individual situations in the same line.

## Reason Could Solve Problem

If everybody would be reasonable and patient, if the public understood conditions, a solution could be found for most situations. But the independents, who have long been the victims of discriminatory influences, will be inclined to expect the action they have been fighting for. The manufacturer can no longer plead helplessness. Many a one will be on the spot. If, likewise, the chains could only realize that they have been beneficiaries of an advantage to which they were never really fully entitled and that at long last they must adjust themselves to more equitable conditions and compete without artificial favor, they would accept the situation somewhat gracefully. Finally, if the public could know that unbridled competition had resulted in the distribution of some lines of goods below the cost of the service and that the rectification of the condition was as desirable, necessary and socially wholesome as was the increase in the prices of cotton or wheat when these did not return their costs to producers, then we could count on a healing tolerance and sympathy while correctives were being worked out.

That, however, is too much to expect. Some elements among the retailers will try to turn on the heat at once. Some among the chains will nurse grievances and retaliate beyond wise limits with competition on private brands. And certain interests will try to discredit proper and necessary price increases from ruinously demoralized levels as being greedy exploitation under cover of fair trade. Brand owners, too, will make mistakes, so that we must look for a period of confusion after which there will be a settling down.

The fundamental fact is that for the

first time in 25 years there is a legal basis for orderly reorganization of distribution. The process will be simpler in some industries than others and they will naturally lead the way. Those in which chains are not so entrenched should provide the example. Electrical, hardware, stationery, jewelry, and hardware specialties offer promising prospects.

The drug trade is also well advanced for application of sounder methods. The danger there is the pressure of retail druggists to apply a single standard of mark-ups on articles of widely varying rates of turn-over and differing expenses of handling. Enlightened manufacturers should have factual information gathered and prepared for convincing presentation to show the actual economies of their lines compared to those which the dealer must sell by his own efforts. It is unintelligent for the dealer to figure that because he buys one thing for less than another similar one he can sell it for less, regardless of turn-over or selling expense. Yet that is the tendency and it will be the manufacturer's fault if he cannot show the distinctions to be made. The whole idea of the national brand will be jeopardized if the demand is created for the dealer and he yet expects to be paid the same mark-up as though he did all the work himself.

## What Will Happen in Foods?

The food trades where the chains are most dominant will offer the worst complications to be met and they will be the slowest to avail themselves of the new order. But even the grocers should be protected in at least some small compensation for their services, and ultimately I think that the leading brands will be forced to set some standards to effect this objective. If they don't, it will be found that secondary lines which meet this test are, with the support of the trade, nibbling their way into the volume of profitless leaders. The way is open to prove this.

In the not-distant future, I believe, it will come to be recognized that more scientific adjustment of dealers' and jobbers' margins to the actual distributing costs involved will pay the manufacturers and be appreciated by the trade even though in some instances it will mean reductions. Every man wants the best *net* result that he can get. It is ignorance of the facts that so bedevils things as they are. I think that experience will convince all that quantity is not the sole basis of



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price differentials. It will be found that the wholesaler is entitled to a lower price than the retail chain no matter how large the purchases of the latter of a national brand. The chain reaches only the more populous centers. It doesn't comb the back country and make goods available everywhere in response to national advertising.

Inevitably there will be a tendency now for the national brands to gravitate to the independents and for the chains which have the facilities for creating their own markets to rely more upon their own brands. There will be grief in the process of divorce, but there will never be an absolute separation though the trend will be a decided one for it is a natural evolution. The fortunate thing would be for the logic of the situation to be accepted without rancor by those concerned, and the new lines drawn with a minimum of friction. The real competition is going to be between two systems of distribution—national brands, with demand created by producers, through independents, against private brands with the marketing expenses borne by the distributors. There is a field for each and the public will be served as the one acts as a check upon the other.

### These Are the First Steps:

As to those who wish to embark upon price-maintenance at once under the new law, it will be encouraging to them to know that it is not necessary to make individual contracts with every dealer throughout the states where the system will be used. It isn't necessary to make such agreements with all dealers in even one state. All that is required is that one or more contracts be made in each state. Then it is sufficient to notify the remaining dealers of the existence of the contract and its terms. Each dealer is bound if he has *knowledge* of the agreements.

How that knowledge is gotten to him is up to the brand-owner or his agent. It may be by letter or by notices on order forms or it could be verbal, though verbal notice would be difficult to prove. One of the best, surest and most practical ways is to use the system that was general in the former days of price-maintenance, namely to attach a notice to the goods on their wrappers. Then it travels wherever the product goes and acceptance of the goods can be made acceptance of the conditions of the notice. I have samples of such a notice which I shall be glad to supply without obligation

to brand-owners who may be interested.

I hope that readers of **SALES MANAGEMENT** will view the restoration of price-maintenance as a prophylactic measure in the channels of trade, something to be respectfully regarded as a stabilizing agency and to be applied with discretion and skill. A noted lawyer who went to Washington to oppose the price-maintenance legislation was given this explanation by a prominent Senator who said:

"Congressmen have seen the in-

dividual merchants in their districts driven to the wall. The merchants' customers have been diverted by price-cutting to the big cities or their establishments have been replaced by absentee-owned chain stores. Today when we are confronted by such economic heresies as the Townsend Plan or share-the-wealth schemes, there is nobody back home to uphold us in opposing them. Like it or not, Congress, for the public welfare, is going to protect the small business man from further extermination."



## INGING UP

## More Sales at Less Selling Cost

Registers in Cincinnati stores and shops are ringing up sales for **TIMES-STAR** advertisers AT THE **LOWEST UNIT SELLING COST** of all newspapers in this rich market.

With a milline rate of only \$1.75, the **TIMES-STAR** gives the advertiser the best space value of all evening newspapers in Ohio—in fact, only seven cities in the entire country have evening papers with lower milline rates.

As Cincinnati's greatest daily, both in *circulation* and *volume of advertising*—it is perfectly obvious that you need the **TIMES-STAR** and **ONLY** the **TIMES-STAR** to do your *complete* selling job in Southern Ohio, Northern Kentucky and Southeastern Indiana.

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J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER

# The Bicycle Stages a Comeback

(Continued from page 21)

modern bicycle, says the Institute, uses twice as much steel as the model of the 90's.

Though not unforeseen, the rush in the demand for bicycles last year taxed production capacities. By Thanksgiving last year, dealers were worried about getting supplies for Christmas. Manufacturers had recalled old employees and production was jacked up to a 24-hour a day basis. Huffman Mfg. Co., makers of the Dayton bicycle, doubled production facilities. New Departure Mfg. Co. (coaster

brakes) installed more than \$100,000 worth of new machinery. Cleveland Welding Co. made extensive additions to their plant, at a reported cost of \$200,000. Arnold Schwinn Mfg. Co. increased production facilities. . . . Delta Electric Co. (manufacturers of horns and lights) reported better business than at any time in their 24 years of existence.

Sales of both Waltham and Stewart-Warner speedometers have shot skyward during the last two years. George Zahn, of the Stewart-Warner

Corp., states that three years ago when that company brought out a speedometer for the cycling trade, sales were approximately 90% as accessories and 10% to bicycle manufacturers. Within a year the manufacturers began to absorb 50% of the company's output. Said Mr. Zahn: "It indicates very plainly that the public has responded to our slogan—'It's more fun to know how fast—how far you go.'" By last October, Stewart-Warner was turning out 700 bicycle speedometers a day, and anticipating an even greater demand.

Many members of the bicycle industry believe there is a vast potential, and as yet untapped, market for their wares in the U. S. Supporting this theory, they point out that in comparison with other countries, our consumption of bicycles in relation to population is very low. There are said to be 6,000,000 bicycles in use in this country. Compare this to figures for other lands, as reported by Charles E. Still, who conducts a weekly column, "Bicycling Today and Yesterday," in the New York Sun:

## Germany, Holland, Bermuda Lead in Bicycles

"The bicycle population of Denmark is a third as large as the human population. Special police direct the two-wheeled traffic. In Germany bicycle tours are popular, as they are in Great Britain. In the Far East, the concentration point for bicycles is Japan, where there are almost 6,000,000 for 69,000,000 people. In Tokio the bicycles far outnumber the jinrikishas. In Tripoli, Northern Africa, the natives ride to mosque on bicycles and stack them outside on the ground."

Germany's 65,000,000 people are said to own 15,000,000 bicycles. A Hollander, a recent arrival in this country, reported in a letter to Mr. Still: "Holland has approximately 7,500,000 inhabitants and about 4,000,000 bicycles." Last January the New York Times published the statement that Bermuda expected to license 17,000 bicycles in 1937, for a population of approximately 30,000. The total for 1936 was 16,500, an increase of about 2,500 above the figure for 1935.

It is often said that the proportion of bicycles in other lands is higher than ours, because residents of those countries cannot afford to own automobiles. While it is true that the large numbers of automobiles on our roads prevent many adults from taking up cycling and influence parents to forbid their children to ride, auto-

*The Rate You Pick is the Rate You Pay...*

**DOUBLE \$4.**

**DOUBLE \$4.50**

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**HOTEL SHERMAN**

**1700 ROOMS  
1700 BATHS**

**HOME OF THE  
COLLEGE INN**

**FRANKIE MASTERS His Radio Orchestra  
JACKIE HELLER—Popular N.B.C. Singing Star**

**CHICAGO**

**YOU CAN DRIVE YOUR CAR RIGHT IN HOTEL SHERMAN**



mobile ownership does not in itself preclude ownership of a bicycle. Children, the greatest market for bicycles, want them whether or not their families own cars. Indeed, so far as buying power is concerned, the family with a car is a better bicycle prospect than the family without a car.

Though it is generally believed that the coming of the motor car was responsible for the decline in bicycle sales after the turn of the century, A. J. Musselman, coaster brake manufacturer, insists that there is no foundation for this theory. He says in *The Sporting Goods Dealer*:

"From 1890 to 1899 there were scheduled for the cyclist to contend for records for all distances, including match events of every conceivable kind. The daily papers of that decade were filled with stories of those cycling events." But, as he pointed out, when annual bicycle sales reached the million mark, the manufacturers decided it was no longer necessary to support teams and trainers and to promote cycling events. They withdrew their support and sales dropped.

"You will note the largest continuous drop we ever had in bicycle sales came in the period from 1899-1904, just after cycling was dropped as a sport," continued Mr. Musselman. "By 1904 bicycle production had dropped to 250,487 units." The automobile cannot be blamed for the slump, said he, since in 1905 only 24,550 passenger automobiles were produced in the U. S., and it was not until 1909 that automobile sales passed the 50,000 mark.

#### Production of Bicycles: 1899 to 1935

(Figures of Biennial Census of Manufactures, from Bureau of the Census, Department of Commerce).

Census year	Number	Value
1899	1,182,691	\$23,656,489
1904	250,487	3,740,923
1909	233,707	3,228,189
1914	398,899	5,361,230
1919	479,163	†12,498,000
1921	‡216,464	‡6,218,394
1923	486,177	10,726,900
1925	303,446	7,030,566
1927	255,456	5,803,440
1929	307,845	6,183,773
1931	260,029	4,733,254
1933	\$320,000	†5,402,000
1935	639,439	11,781,313

† Estimated in small part.

‡ Not including data for bicycles made by certain establishments engaged primarily in other lines of manufacture, nor separately reported. The combined value of bicycles and parts made by these establishments amounted to \$176,464.

§ Estimated in part.

NOTE: The Manufacturers Census was taken quinquennially from 1899 to 1919, but is now taken biennially. None was taken in 1936, but the Cycle Trades of America announced that production was approximately 1,250,000 units.

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*Gives you guidance in making marketing decisions  
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# SCIENTIFIC MARKETING MANAGEMENT

## Its Principles and Methods

By PERCIVAL WHITE

of the

Market Research Corporation  
of America

Describes a practical plan of marketing including advertising and selling, with full and practical instructions for installing it in the individual company. The thesis is that marketing procedure must be governed by an application of the principles of scientific management.

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Although written a number of years ago, this book is Mr. White's best. It is of great timely interest, because of fundamental changes going on in our methods of distribution.

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( ) Remittance enclosed      ( ) Bill me

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Business connection .....

[ 64 ]

Though Mr. Musselman concedes the value of recent C. T. A. publicity, he believes the industry should profit by its early experience; and that to hold its present gains it should elevate cycling to the status of a sport, with competitions, races and similar events. The present situation, he says, is equivalent to selling boys a lot of basket ball equipment or golf clubs without giving them places to play or arranging games to use their energy. In his opinion, a normal yearly sale of 3,000,000 bicycles could be attained by widening the market to include the sport-minded among the younger generation.

There is evidence of a potential market for bicycles among adults in the recent unprecedented development of the rental business, especially in large cities. There are at least a dozen rental agencies located near the two cycle paths in New York's Central Park. The owners of some of these agencies report that on Sundays they rent wheels to as many as 1,000, and even 1,500 cyclists. J. Aug, at 15 West 100th St., claims that his staff of instructors has taught 4,000 women to ride during the past two seasons. They pay \$1 a lesson, and usually learn to ride in two or three lessons. Men seldom engage instructors; when they do, they learn in 20 minutes.

### Cycle Paths Badly Needed

The indifference of the public toward the scarcity of cycle paths and other safe places to ride is appalling, in view of the fact that it is the children who suffer most from the lack. Parents know that their children, willy-nilly, will ride, even if they have to borrow bicycles from their chums. Millions of dollars of welfare funds have been spent to beautify and improve American parks within the last few years; but the amounts allotted to the construction and upkeep of cycle paths are negligible. In New York, where horseback riding is indulged in only by the well-to-do, many times as much space is set aside for bridle paths as is apportioned to cyclists.

Safety campaigns are being conducted now by newspapers in many communities and by such organizations as the Boy Scouts, all of whom are busily drawing up rules for safe cycling. Their activities are praiseworthy, but they would be more effective if they included campaigning for special cycle paths or for the setting aside of narrow strips along certain highways for cyclists.

It isn't only the cycle trades that are affected by the scarcity of good places to ride in this country. The

New York *Sun's* Mr. Still wrote recently: "Hundreds of students have made tours of many foreign countries this Summer and came home with glowing praise of the manner in which they are treated on the other side. Every country abets bicycling, and men and women in motor cars respect the rights of riders which have been taken away from them in this country."

We don't hear much about the young people who go abroad for their cycle tours. They travel inexpensively and their journeys are not publicized—but in the aggregate they take large sums away from this country every year. This Summer the Riverdale Country School of New York conducted its sixth annual cycle trip abroad. The College Cycle Club, also of New York, took a group of cyclists through France, for a minimum fee of \$285 apiece. The New York agent for Raleigh Cycles (British-made bicycles with American headquarters in Boston) says he took orders for 50 bicycles this Summer, to be delivered to Americans upon their arrival at British ports, all measurements, arrangements with regard to accessories, etc., being made in New York.

### Accessories Promote Bike Sales

The low-priced hospitality of the 4,500 Youth Hostels in 19 foreign countries has attracted many vacationists from these shores. The Hostel movement is taking hold in this country, and without a doubt we, too, will some day have a chain of these low-priced shelters along our back roads from the Atlantic to the Pacific. It is said that by the end of last Summer there were 75 hostels in the U. S., most of them in New England; and a number have been added this year in New England, California, and elsewhere.

Riding high on the bicycle's present wave of prosperity are a number of accessories and related products, outstanding among them being speedometers and locks to prevent theft. Mantion & Smith of Chicago are making a Bike-Lock, "Built in the Head" as an integral part of the bicycle. Arnold Schwinn, Inc., are equipping their bicycles with "Cyclelocks." English bicycles are growing in popularity in the U. S., many Americans favoring them because of their hand-brake features and the three-speed gear shifts with which many of them are equipped. The three-speed device enables the rider to change the ratio of gears for uphill, downhill and level riding. Undoubtedly American manufacturers will equip some of their wheels with these features.

SALES MANAGEMENT

## Big Sales Gains Result from Showings of ManAmar Film

Philip R. Park, Inc., maker of health foods for animal and man, finds sound slide picture efficient sales tool.

**P**HILIP R. PARK, INC., of Chicago and San Pedro, Cal., reports remarkable sales results from the use of a slide film talkie telling the story of "Life from the Sea." The film, of 191 frames, was made by the Central Film Service, Chicago, partly in color. Ten machines are used by the company's field men; and seven are open for release to local farm groups which include agricultural schools, high schools, etc.

The Park company manufactures ManAmar, to be mixed with animal and poultry foods, and Parkelp, for human use. The slide film is devoted to the animal and poultry products. The basis of this stock ration is kelp, harvested in the Pacific, to which fish meal and ground sea shells are added.

The film pictures the story and the voice, on records, is a fast-moving lecture. ManAmar, it is explained, is loosely translated to mean Manna-from-the-Sea. The pictures show soil erosion, how millions of tons of soils and minerals are swept down rivers to the sea every year.

Well-fed creatures and those suffering from a badly balanced diet are

pictured for sake of comparison. Finally pictures show how kelp is harvested from the sea and prepared for use.

It is explained that kelp, obtaining its sustenance from sea water, contains such elements as iodine, iron, copper, calcium, phosphorus, sodium, potassium, magnesium and sulphur—all needed for the health and well-being of both animal and man.

Supplementing the slide film is a fund of literature, one booklet entitled "The New Way to Feed Minerals," carrying tables which show the lack of these substances in such common foods as corn, oats, wheat, dried skim milk, cottonseed and linseed oil, meals, gluten, soy beans, etc. It is also pointed out that these sea products carry such other health-giving substances as Vitamins A, B, D, E and G.

When a slide film outfit is sent on a tour of schools, colleges, or clubs, American Express acts as delivery and pickup agent. American takes the responsibility of maintaining schedules.

On one recent trip 1,339 persons saw the film at 58 showings. On an-



This scene from "Life from the Sea," shows how kelp is harvested. Cutting blades, four feet below the surface of the water, cut a 24-foot swath. The "hay loader" lifts the kelp and dumps it into the barge.

SEPTEMBER 1, 1937

## Like Jack's Beanstalk...

### A Major Market That's Headed for New Heights

New telephone connections in Houston from January 1 through July 31 exceeded the combined new connections made in the three other principal Texas cities of Dallas, Fort Worth and San Antonio during the same period.

Houston grew approximately 20,000 in population in this seven months, according to telephone company estimates of four and a half persons per telephone.

Already the second largest city in the South (ranked by the antiquated 1930 census), Houston has more telephone connections than any other Southern city . . . and is destined to become the South's most populous metropolis.

Houston is a fast-growing market where it's profitable to get in on the ground floor . . .

Backed by advertising in The Chronicle, sales campaigns click easily.



## THE HOUSTON CHRONICLE

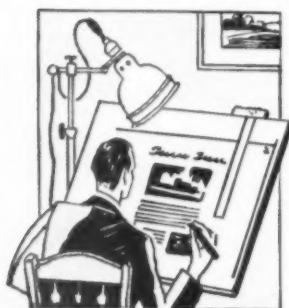
LARGEST DAILY IN TEXAS—LOWEST MILLINE RATE  
LEADS THE STATE IN NATIONAL ADVERTISING

R. W. MCCARTHY  
Manager National Advertising

THE BRANHAM COMPANY  
National Representatives



## TO A YOUNG DRAWING-BOARD Genius



**B. B. S.** Looks like a pretty tough season on those new accounts, so you'll want real relaxation when the workday is through. The Shelton has an ideal combina-

tion—club facilities . . . *without* dues, plus full hotel service. You have full use of open air terrace, solarium, library, gymnasium, a swimming pool . . . plus a room that's high up . . . soothingly quiet . . . conducive to solid slumber.

Furthermore, The Shelton is near your office . . . any way you approach it.

Special Weekly Rates . . . Daily from \$3

## SHELTON HOTEL

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## IN Chicago!

A SUITE LIKE *this*  
**\$600**  
FOR TWO  
PERSONS

TWIN BEDS—BATH  
—PARLOR—RADIO

A SINGLE LIKE *this*  
**\$250**

With Bath and Radio  
(Special weekly and  
monthly rates)

HOTEL

**Allerton**  
MICHIGAN AT HURON . . . CHICAGO

"CLOSE TO EVERYTHING"

JOHN F. HARDING  
Hotel  
MANAGEMENT  
NEW WILLIAMS BUILDING

On upper Michigan Avenue in the heart of Chicago's near north side—a few minutes' walk from loop offices, business and amusement

centers. Complete social program includes weekly dances, bridge and entertainment for guests and friends at no extra cost.

other, 844 saw it at 37 showings. At a number of stops three and four showings were held. It has been found necessary to enforce strict pick-up rules, as in many places instructors and local groups insisted on holding the pictures over—which would have resulted in throwing them off schedule.

The sales point in school showings is that the pupils go home, tell their parents about the picture, and the purchase of ManAmar, especially in rural regions, immediately picks up. Many dealers have been amazed at the results.

Warehouse men and truck drivers, the contact men with the farmers, are notoriously badly schooled in the science of feeding. They know little of mineral values or vitamins. The company has about 4,000 dealers who also need to be schooled in sales talks to customers.

In order to overcome this, Park has been employing a correspondence school course. Lessons are sent out, followed by a series of questions. These lessons cover the advantages of and proper use of the product in feeding cows, hogs, horses, chickens and turkeys. When the course is completed, and the papers graded, the dealer, warehouse man or delivery man is given a diploma.

### Farmers Taught Product's Use

A similar course is given, when wanted, to agricultural and high school groups with a diploma on satisfactory completion of the course. Dealers have reported sales jumping as much as 300% as an immediate result of this work.

Philip R. Park began his research in animal feeding more than 30 years ago and his first advertised product was a poultry feed known as "Lay-or-Bust." That resulted in a joke about the rooster that ate "Lay-or-Bust" and bust. Ed Wynn revived it sometime back for the radio.

With the discovery of vitamins and the values of minerals and amino-acids, however, Mr. Park started his laboratory to work on sea life. Besides discovering a new source for minerals, he also found a rich source of amino-acids such as histidine, cystine, lysine and tryptophane, all lacking in ordinary farm feeds.

Besides its slide film work and its direct mail the company uses liberal space in *Farm Journal*, *Country Gentleman*, *Successful Farming*, and various breeders' journals.

Storrs J. Case, former southern sales manager of Nash Motors, has been appointed director of advertising and sales promotion for Graham-Paige Motors Corp. He started in the automotive industry as a retail salesman in 1923.

SALES MANAGEMENT



## Newspaper Color Advertising Jumps White King Sales

(Continued from page 52)

But then came another factor. The Pacific Coast suffered from a maritime strike for many months and consequently the supply of copra oil was very low and prices went sky high. On February 28 White King found it necessary to make a price increase to the wholesale and retail trades. Consumer prices likewise were advanced by the trade. In April the four-weeks average of White King users declined to 33.5% and in May to 30.5%. Late in May price reductions were instituted which were immediately reflected in an upturn in the percentages.

The chart on page 52 shows the sales increases and the advertising pressure directed through color advertisements in the Los Angeles Sunday Examiner. Following the schedule of full pages during the late Summer and Fall months the company dropped to once-a-month half-page color ads starting in January and scheduled them to continue throughout the year.

### Style News Effective Bait

Both the sales figures and the advertising pressure are shown cumulatively on the chart, thus ironing out the insignificant ups and downs. The increase in percentage of users was relatively steady until the price increase was instituted. This price increase, incidentally, coincided pretty closely with the cutting down of space from full-pages to half-pages. It is a debatable point as to whether the percentage would have held up had the full-page schedule been carried through into 1937.

The White King copy in the newspaper color page features a Hollywood style forecast brochure prepared under the direction of Orry-Kelly, stylist for the Warner Brothers Studio. This style forecast is offered to users of White King soap who will send a box top accompanied by a three-cent stamp.

Obviously, the company is not in the business of distributing style forecasts, but is using them only as a means of distributing White King. Consequently there are two possibilities involved in the return of the box tops—either they come from regular users of White King, in which event there would be no increase in sales volume, or they come from both regular and

new users who read the advertisements and act upon the inducements offered. The W. R. Penney survey shows definitely that there must be a direct response to the advertising from new users because it is not conceivable that increased use from old users would catapult the total number of users from 30% to 43%.

All other advertising factors remained fairly constant. The company has been active on billboards for many years—in fact, billboard advertising was the only advertising used on their soap until the present news-

paper campaign was started. They were active in radio at one time but only on their White King toilet soap. Recently they have gone into radio, featuring Gus Edwards in a "School Day" program, but this has not been on the air long enough to establish any definite reaction, and it was not on the air during the period when the consumer reports made it possible to measure the effect of the color pages.

Robert C. Temple, assistant advertising manager, the Los Angeles Soap Co., put himself on record as being very pleased with the campaign. He

**YOU CAN'T AFFORD TO MISS THE NASHVILLE MARKET!**



## Can You Use a Quarter of a BILLION DOLLARS?

\$273,458,000.00! That, Mr. Sales Manager, was the spendable income of the Nashville market for 1936. It will be more in 1937. And the people of this market are spending their share, nearly three hundred dollars per person, every day for things they want and need.

Go after that quarter of a billion in the market's number one medium, The Tennessean Newspapers. As proof of leadership:

The Tennessean Newspapers give your sales message almost twice as much coverage as any other paper in the Nashville market.

**CIRCULATION 123,611\***  
ALMOST TWICE THAT OF ANY OTHER MIDDLE TENNESSEE NEWSPAPER  
\* 6 Months' Average—March 31, 1937  
ABC Publishers' Report

## Tennessean Newspapers Inc.

THE NASHVILLE TENNESSEAN  
Founded 1812

SILLIMAN EVANS,

President and Publisher

The Evening Tennessean  
Founded 1918

Represented Nationally by The Branham Company

# Magazine and Radio Expenditures

(August and year to date—in thousands of dollars)

Compiled for SALES MANAGEMENT by Publishers' Information Bureau, Inc.

Class	NATIONAL MAGAZINES					RADIO				
	August		January-August		% Change	July		January-July		% Change
	1937	1936	1937	1936		1937	1936	1937	1936	
1. Automobiles .....	\$824.0	\$781.9	\$9,026.4	\$9,513.7	— 5.12	\$324.4	\$150.8	\$3,579.7	\$2,303.7	+ 55.38
2. Auto Accessories ...	1,156.5	736.1	6,257.6	5,097.3	+22.76	358.5	340.6	3,261.7	2,697.4	+ 20.92
3. Clothing .....	441.4	281.1	4,842.7	3,759.0	+28.83	26.9	5.1	174.3	196.7	— 11.11
4. Communication ....	103.0	63.0	726.6	553.4	+31.29	.....	.....	.....	.....	.....
5. Electrical Household Equipment .....	152.6	243.0	3,662.3	3,412.4	+ 7.32	96.9	44.5	680.1	88.8	+665.46
6. Electrical Structural Equipment .....	138.7	90.5	1,212.6	613.2	+97.77	.....	.....	.....	.....	.....
7. Financial .....	281.6	233.8	2,686.7	2,484.0	+ 8.16	67.9	35.8	491.8	282.3	+ 74.15
8. Foods .....	901.1	949.2	10,575.2	10,259.6	+ 3.08	887.4	859.8	7,241.2	5,987.7	+ 20.94
9. Food Beverages ....	353.3	302.4	2,704.1	2,734.6	— 1.12	344.5	332.2	3,251.5	2,620.2	+ 24.09
10. Beer, Wines and Liquors .....	427.1	255.5	3,811.7	2,419.1	+57.57	.....	.....	27.7	.....	.....
11. Confections .....	169.3	138.3	800.4	881.3	— 9.19	105.2	98.2	814.1	763.6	+ 6.61
12. House Furnishings ..	64.8	40.4	3,209.3	2,324.9	+38.03	.....	.....	11.3	185.8	— 93.91
13. Kitchen Supplies ...	188.7	72.7	2,124.7	1,158.5	+83.40	.....	22.9	31.5	318.1	— 90.07
14. Soaps, Cleansers ...	317.5	341.0	3,150.3	3,479.2	— 9.45	454.2	285.1	3,400.5	1,799.4	+ 88.98
15. Jewelry, Clocks, Watches .....	20.0	18.2	524.6	368.2	+42.50	.....	.....	65.9	145.8	— 54.79
16. Machinery .....	106.3	44.7	614.4	321.9	+90.85	9.4	.....	122.9	36.9	+232.33
17. Office Supplies ....	116.9	75.7	1,435.8	1,143.9	+25.52	.....	.....	.....	388.3	.....
18. Publications .....	84.6	70.7	930.6	780.4	+19.24	51.6	34.1	387.0	172.9	+123.77
19. Radios .....	98.3	121.0	633.5	880.7	—28.07	114.2	103.9	1,240.9	741.4	+ 67.37
20. Smoking Materials ..	667.2	453.2	5,162.3	4,057.1	+27.24	558.3	420.8	3,733.1	2,683.5	+ 39.11
21. Sporting Goods ....	103.2	77.7	1,527.6	1,254.7	+21.76	.....	.....	83.8	.....	.....
22. Structural Materials ..	76.5	56.3	953.4	652.5	+46.11	.....	.....	91.8	58.9	+ 55.88
23. Structural Fixtures ..	37.9	49.4	1,658.8	1,291.9	+28.41	13.8	.....	291.4	266.6	+ 9.31
24. Toilet Goods .....	1,583.8	1,279.6	14,376.5	11,060.0	+29.99	883.3	662.0	7,198.4	6,454.1	+ 11.53
25. Medical Supplies ..	468.6	438.9	6,008.2	5,028.7	+19.48	428.6	320.3	3,621.5	2,831.4	+ 27.90
26. Travel and Accommodations .....	307.8	231.4	4,253.2	3,105.2	+36.97	.....	.....	51.7	26.6	+ 94.18
Miscellaneous .....	961.0	874.2	9,365.2	8,245.4	+13.58	34.3	115.6	436.1	936.1	— 57.31
Total .....	\$10,153.1	\$8,321.1	\$102,235.9	\$86,882.0	+17.67	\$4,760.5	\$3,832.3	\$40,291.8	\$31,987.4	+ 25.96
% Increase ....	22.02		17.67			24.22		25.96		

Note—The National Magazines checked total 108 publications, 16 weeklies and semi-monthlies for July and 92 monthlies, including *Vogue*, for August. All figures are based on, one-time or single insertion rates.

Note—Network Radio Broadcasting figures cover national or chain broadcasting over the networks of the National Broadcasting Company, Columbia Broadcasting System and the Mutual Broadcasting System. The figures cover facilities only and do not include talent.

states that the November 1 color page produced keyed returns up to and including January 20, 1937.

The White King test seems to prove conclusively that newspaper color advertising is profitable, although it does not offer a comparison between color and black and white, since the color campaign is the first newspaper advertising done by the company. The company also used color in other newspapers, including the San Francisco *Examiner* and the Denver *Post*, but as there were no surveys comparable to the Penney survey in these cities, no definite information is available about consumer sales. It is significant, however, that the company is continuing its color advertising in those papers. The first advertisement in the Sunday magazine section of the Denver *Post* brought inquiries from 140 towns in Colorado, New Mexico, Texas, Oklahoma, Kansas, Nebraska, Wyoming and Idaho.

## P.M. Fanatics Who "Can't See" a Morning Paper

(Continued from page 32)

"Gone with the Wind"—and would somebody please turn down that blinkety-blank radio? Mentally, he hangs out a "Do Not Disturb" sign!

So, while it's true that a *Fireside* advertisement may cause a sale tomorrow or next week, consider how much more the *Gargle* can accomplish being read just an hour or two before the actual purchase. It's like me trying to catch a space buyer the day before he makes up his list instead of the day after. The *Gargle* leads in timeliness.

Third, the average *Gargle* reader has a bit more money in his pocket. This is explained by the fact that more *Gargle* readers are "two-paper" men. One-paper families usually incline toward the *Fireside*. And one-paper families also usually incline toward the

lower income brackets. (Yes, Mr. Publisher, I know that your paper's an exception—I'm just quoting a generalization that applies in all other markets.)

Fourth, what about pass-along circulation? The *Fireside* we'll agree, has almost none. The average copy goes into its home and stays there. It's had 20 minutes reading on the train out. And it may get another five between the changing of the socks and the dinner bell. Thereafter, it lies as a mess on the floor until bedtime.

But the *Gargle*, on the other hand, has plenty of pass-along.

The subways, the buses, the trains—they're littered with discarded *Gargles* after every trip. Many years back, while going to school, I read a *Gargle* almost every morning—but never paid for one. I quoted editorials and discussed syndicated articles as though I were one of its most faithful subscribers. In fact, I even clipped items

for our school paper. I couldn't understand why other commuters would pay cash for the sheet when the chances of picking up one on the street car were so good. And I see people today who seem to think the same thing.

The sales meetings, the office boy, the reception room—multiply, by whatever figure you choose, to get the number of offices in which the *Gargle* is regularly tossed on top of the switchboard to be read later by one, two or ten other members of the organization. (And don't forget the little room at the end of the hall.)

The clerical groups, the mills, the department stores (in which the *Gargle* will be put under the counter until noon, then pulled out again to help while away 30 minutes between dessert and the starting bell) . . . the barber shops, the dentist offices, the M.D.'s—think of the many thousands of additional advertising impressions obtained here. Make a low estimate of three readers per copy and consider what a grand, grand total might result.

The bus terminal, the depots, the ball parks, the park benches, the libraries, the school reading rooms—really, when you pause to meditate on the subject, it's positively staggering! It's entirely conceivable that the *Gargle*, hitting only 400,000 A.B.C., may be reaching over 1,000,000 men daily—all of them good prospects for any gasoline, whiskey or cigar!

I haven't any axe to grind for either the *Gargle* or the *Fireside*. I've sold both. They're both good advertising media. Who they reach and how they reach them is far more important than when.

However, I do boil every time I meet one of these narrow-minded addicts—one of these birds who talks about the *Gargle* as he might about a 1924 Ford with two cylinders missing. I feel like shaking him to try to startle him out of his smugness. And I would, I think, except that I might be doing him a favor at the same time.

## Ad Campaigns

(Continued from page 25)

The magazine thus forestalls admonishing letters, and simultaneously attracts readers by piquing their curiosity.

Agents BBDO think it may be a "first" in magazine history: That hard cash has been expended to call attention to a mistake. The former *Literary Digest*, however, might be entitled to this honor. Remember that "Is our face red" apology for its Presidential election forecast?

SEPTEMBER 1, 1937

## Air Conditioned Pipes

Continental Briar Pipe Co., Inc., New York, announces national distribution and advertising of its Duke of Dundee pipe. Early this month the campaign gets under way in newspaper rotogravure and magazine sections in 45 key cities; *S. E. P.* and *Life*. Trade paper space, window and counter displays supplement.

Paris & Peart, agency for Continental, has tested the copy theme, based on the pipe's "air conditioned" features—a "super assortment filter and a synchronized vent at the forward end of the pipe bowl." Retail price is \$1.

George Wilson, Continental v-p. and s.m., reports "remarkable trade acceptance," and "enthusiastic promotion by key jobbers, chain stores, and retailers."

## Tailorites

Stetson Shoe Co., South Weymouth, Mass., takes color and b. & w. pages in *Vogue*, *Harper's Bazaar*, and the *New Yorker* to introduce a new line of women's shoes, Tailorites. *Apparel Arts* and *Boot & Shoe Recorder* will inform the trade. Men's shoes get space in *Esquire*. Alley & Richards Co. are in charge.

# SALES EXECUTIVES—SALESMEN

**Carrier**  
Air Conditioning

- We have two exceptional opportunities for marketing executives with preferably home office sales direction experience in automobiles, refrigeration, or other like specialties.
- Also, we have several opportunities with dealer development men experienced in opening, hiring, training and supervision work. Previous experience in air conditioning not absolutely necessary, but would be helpful, as would a familiarity with refrigeration and automatic heating.
- In applying please enclose recent photo and give age, marital conditions, race, religious and fraternal affiliations, education and business history in detail, indicating in each case name of employer, nature of work, length of service, compensation and reason for leaving.
- All replies will be held in strict confidence.

**W. H. PRICE, Jr.**

**Vice President in Charge of Sales**

**CARRIER CORPORATION, NEWARK, NEW JERSEY**



**"Mr. Brown  
will see you  
right away,"  
his secretary says.**

Here again the sales resistance that begins in the effort to see the boss is lessened by the deft presentation of a Redipoint personalized with the name of the recipient.

**Let us outline a Redipoint Plan for your business.**

One hand operates it

Automatic Pushback Saves Lead and Pockets

Here again the sales resistance that begins in the effort to see the boss is lessened by the deft presentation of a Redipoint personalized with the name of the recipient.

**Let us outline a Redipoint Plan for your business.**

**Redipoint.**  
**BROWN & BIGELOW**  
*Remembrance Advertising*  
REG. U. S. PAT. OFF.  
**SAINT PAUL • MINNESOTA**

"THINK OF GETTING THOUSANDS  
OF PERFECT PICTURES OF ALL  
OUR PRODUCTS AT SUCH  
TRIFLING COST"

**PRODUCT-STAMPS**  
A New Advertising Medium  
That Almost Every Business  
Can Use Every Day.

- ... Want to add sales punch to your letters?
- ... Want to cut dictating and typing time?
- ... Want to advertise your products in numerous economical ways?

... remarkable facts  
... stamps in this book-

© 1937

let.  
Address, Broc  
Company, Stamps  
Product-Stamps can  
produced by any printer  
or lithographer using

**Free**

**McLAURIN-JONES**  
*Summed Papers*  
GUARANTEED  
FLAT



## Media Promotions, Statistics, Bright Spots and Shifting Personnel . . . Spot News of the Advertising World

Providence, R. I., August 23

Early in August, the *Star-Tribune*, Providence, R. I., daily, announced its decision to accept no advertising from five leading Providence department stores unless given equal copy with the *Evening Bulletin*, the leading Providence afternoon daily. The decision evidently was the result of weeks of endeavor, trying to convince leaders of these five department stores that they should advertise with equal space in the two papers.

These stores have advertised in the *Star-Tribune* but the proportion of this copy to that placed in the *Bulletin* has ranged from 3.3% to 6.9%, according to figures of the *Star-Tribune*. The newspaper states it considers this relatively small percentage an affront to its readers, and refuses to accept this percentage of advertising until given equal copy.

The quarrel is that of receiving equal copy in volume, not in dollars and cents. The *Star-Tribune* states that its rates are materially lower than those of the *Bulletin* so that to receive equal copy would not cost these stores equal dollar volume.

Each issue of the *Star-Tribune* since the ultimatum has featured full page explanations of the quarrel, one message listing the department stores with their total dollar advertising volume placed with the two newspapers, thus comparing the proportion given the *Tribune*.

In the issue of August 17, Walter E. O'Hara, publisher of the *Star-Tribune* wrote a complete, explanatory editorial on the situation, giving the history of the *Tribune* and its fight to secure department store advertising.

The five department stores represent the

**THE STAR-TRIBUNE** has a daily circulation of over 15,000. This means families buy it, read it and follow it avidly because they find it to be the only Rhode Island newspaper devoted to their interests and the interests of the people of the state as a whole. They know it to be a

**THE STAR-TRIBUNE** has a daily circulation of over 15,000. This means families buy it, read it and follow it **loyally** because they find it to be the only Rhode Island newspaper devoted to their interests and the interests of the people of the state as a whole. They know it to be a

newspaper that does to equal that in no uncertain terms concerning the mass abuses perpetrated by the small but powerful group of so-called "leaders" in the

**DOES** this island follow-  
ing 11,000 families  
over 140,000 active  
modern Rhode Islanders  
constitute a market that the

**WE THINK NOT**  
**W**HY, then, do these

**W**HY do the five departments' starts **grow** if the readers—refusing to reach them properly through the columns of their own home newspapers?

**W**TE have shown that during the past months, and according to future plans, these departments store we has a sharp fraction of their advertising appropriate in *The New York Times*.

Star-Tribune Reader  
*IT IS YO*

**The Sta**

Providence publish  
side of battle ov

preference for

**SURELY** no one considers that a group of 140,000 readers, concentrated in the Providence shopping area, could fail to have extensive buying power. Good business practice indicates that the stores should appeal to these readers for patronage. The Sun-Tribune's ad-

...during the month of  
being appropriation is for

[illegible]

**WHAT** then is the answer behind this lack of consideration for the readers of The Star-Tribune on the part of these courts?

**I**S The Star Tribune being "punished" because it is the exposed champion of the New Deal, of labor, of the workman of the reform, and of the masonry sensibilities of the people of Rhoads Island as evidenced by the returns of the last state elections?

**THESE** are questions that deserve an answer—

**—Watch This Fight—  
R BATTLE**

- Tribune

er tells readers h  
r department sto

competing paper.

city's department store market completely. In a recent issue of the *Star-Tribune* is an advertisement announcing the near-future opening of a new department store, friendly to Rhode Island labor and offering free automobile parking for 2,500 cars. Whether or not this has any connection with the local quarrel is not known, although the announcement smacks of competition to be offered to the present five leaders.

During the fortnight Selfridge & Co., Ltd., started an unusual advertising campaign in New York's *Herald Tribune*. In single column space, ranging from 8 inches up to 15, the famous London store makes a bid for American patronage. Copy gives news of England and the store and is modeled on a news column developed by Callisthenes back in the days of King Alexander the Great.

*Esquire* was so well satisfied with the newspaper advertising which it did last December for itself and its advertisers, that the magazine is expanding the idea this year. All display advertisers will see their products listed in full-page newspaper advertisements which *Esquire* will run in newspapers in 20 cities with a total circulation of 4,173,148. Users of full pages, "with a minimum of a half page in the December issue grossing at least one full page for the issues of December and January," not only will receive this listing, but in five key cities *Esquire* will run 42-line advertisements beginning November 12 and each ad will feature individually a single advertiser's ad, spotlighting the number of the page in *Esquire* on which the advertising appears.

Esquire-Coronet, Inc., whose earnings for the last 12 months were \$937,183 after normal Federal taxes, announces a new brain-child to be called *Ken*, and to appear in the Fall. Aside from vaguely hinting that it will concern itself with the "insider's world," the publishers are withholding essential information at the moment. They state that neither the format nor the page size has been determined, nor have the dates of issuance.

Account changes of the fortnight include the appointment of Ralph H. Jones Co. as counsel in connection with some special marketing tests to be sponsored by the Household Refrigeration Section of the National Electrical Manufacturers' Association . . . Mono Service Co., Newark, to Charles Dallas Reach Co. . . . Allied Van Lines, Inc., with headquarters in Chicago, to Jerome B. Gray & Co., Philadelphia.

U. S. Gypsum Co. to the Buchen Co. . .  
Cashay Corp. to Lennen and Mitchell . . .  
Vivarex Co., makers of concentrated tonic

## SALES MANAGEMENT

GREATER  
VOLUME-  
*without*  
BURNING  
*the* Midnight  
OIL



NOT longer work-hours but shorter cuts to prolific markets, pave the way to volume sales . . . not trying to increase per capita consumption beyond the digestive stage, but taking advantage of *demand* from uncharted channels.

Never before in history has the demand for premium goods been so acute as it is today. An organized business has grown out of what was once a stunt venture. A publication has played a prominent part in this development of solidified premium sales with nearly 20,000 eyes focused upon its market-pages every month—and these eyes belong to premium buyers of the first water, whose purchases run into the millions.

Let **PREMIUM  
PRACTICE**

ADD TO YOUR SALES — AND PROFITS

On the desks of executives, on council tables, in the hands of men who buy—Premium Practice reaches manufacturers, wholesalers, sales agents, newspaper and magazine publishers, radio stations, advertising agencies, and others interested in the use and purchase of premiums, prize and sales contests, advertising specialties and combination sales items.

*Premium Practice*  
420 Lexington Avenue, New York City



THE NATIONAL AUTHORITY ON  
PREMIUMS AND ADVERTISING SPECIALTIES



tablets, to the Raymond Levy Organization and the appointment by Gardex, Michigan City, Ind., of the Federated Sales Service, Inc., Boston, as counsel in building a national sales force of manufacturing agents.

### Manufacturer Sues Wichita Beacon for \$100,000

Quisenberry Manufacturing Co., a Missouri corporation, has brought damage suit in the United States District Court against the *Wichita Beacon* for \$100,000 alleging violation of the Sherman Act. Four *Wichita* stores are co-defendants. The plaintiff claims that because he refused to advertise in the *Beacon*, the publishers conspired with retailers to injure the Quisenberry business and reputation in the city.

### Rural Radio Audience To be Surveyed

Research organizations have been requested to bid for the field work on a rural audience survey to be co-financed by NBC and CBS under the supervision of the Joint Committee on Radio Research. The study is designed to show the number and distribution of sets and listening habits by half-hour periods of the day in farm and cross-roads areas.

### Look Adopts Frequency Discounts

Frequency discounts are a part of the rate structure of a high percentage of business papers, but somewhat unusual in the general consumer field. *Look* made news, therefore, when it announced frequency discounts ranging down from a single time page rate of \$3,725, seven times



**Modernistic:** New studios of Stations WOWO and WGL, Fort Wayne, Ind., are strikingly up-to-date. The lobby pictured has photo-murals depicting phases of radio activities and equipment. The floor is of Armstrong's linoleum, eggplant color, with a 16-point star of tan and terra-cotta. Call letters of the stations are contrasting.

\$3,600, 13 times \$3,500, 18 times, \$3,300, to a 26-time page rate of \$3,100. Frequency discount rates for smaller space parallel the page discounts. *Look's* circulation was more than 1,700,000 for the July 20 issue.

Ned Doyle, formerly of *Cosmopolitan* magazine, is named advertising manager with offices in New York; Frank Chaffee, previously of *Good Housekeeping*, is Chicago manager and Wm. J. Mattimore, long-time Detroit agency executive, is Detroit manager. Staffs are completed and all offices are in full operation.

### Newspaper Gains Narrowed

Media Records, Inc., figures for July newspaper advertising show a total gain of only 0.7% over the corresponding month of last year. For the year to date the gain is 5.8%. The July newspaper figure compared unfavorably with the gain of 22.07% in August magazine advertising and 24.22% for July network time.

### Media and Its Personnel

James A. Welch, advertising director of the Crowell group of magazines—*Collier's*, *American Magazine*, *Woman's Home Companion* and *Country Home*—was recently elected vice-president of Crowell Publishing Co. T. L. Brantly, former advertising manager of *Collier's*, at the same time was promoted to a director of the company.

Beginning with the September number, *Aero Digest* will be published in both English and Spanish . . . James F. Ryan, formerly of the *New York Daily News*, has joined the promotion department of the *Family Circle* . . . Effective with the October issue, *Sports Illustrated* will adopt the large 10" x 14" overall page size, now used by *Life*, *Esquire* and others.

Fred A. Healy, vice-president and adver-

tising director of the Curtis Publishing Co., announces the appointment of Herbert M. Faust, who has been manager of the New York territory, as manager of the advertising department with headquarters at Philadelphia. Arthur M. Kohler replaces Mr. Faust at New York and Arthur S. Gow takes the Kohler post as manager of the Philadelphia territory.

The *Washington Post* has appointed Wallace & Associates, Inc., New York and Chicago, as local retail advertising representatives . . . S. F. Nelson, formerly with the Fawcett Publications, has been made advertising director of Ultem Publications, Inc., publishers of 13 movie, romance and comic magazines . . . *Stage* announces the appointment of Robert D. McCoun, Robert J. Nelms and William M. Richardson to its advertising staff . . . Otto Weber, formerly sales manager of the Phillips Packing Co., has been made advertising manager of the Grocery Executives Edition and Grocery Store Managers Edition of *Chain Store Age* . . . Richard Y. Fuller has joined the *Hotel World-Review* in the Chicago territory . . . C. Wm. Cleworth is now manager of all three magazines of the Haywood Publishing Co.

### Morning Papers Gain in Government Census

The Bureau of the Census has released a tabulation on the number and circulation of daily newspapers in the period 1929-1935, and for states in 1935.

Both the number and the circulation of morning papers increased from 1929 to 1935. Evening papers decreased both in number and circulation, while circulation of Sunday papers increased despite a considerable drop in the number of papers. Details covering four census years are as follows:

	Morning		Evening		Sunday	
	No.	Circ.	No.	Circ.	No.	Circ.
United States						
1935	464	15,983,996	1,573	24,886,550	523	29,196,006
1933	432	14,781,657	1,471	22,848,688	489	25,453,894
1931	455	15,480,287	1,589	25,813,372	555	27,453,465
1929	459	15,741,769	1,627	26,273,692	578	29,011,648

**leads in PROGRAM PLANNING**

**WMCA**  
NEW YORK'S OWN STATION

**Swirling DETECTIVE DRAMAS**

9-9:30 PM • MON • WED • FRI





Not much coverage for W. R. C. Smith: On one of the hot days recently, the Pittsburgh Post-Gazette gave W. R. C. Smith's *Southern Power Journal* wide consumer publicity by posing this gal on the icebox of its storage house.

### Radio Today Expands

The magazine *Radio Today* adds a semi-annual special section, "Selling Sound," starting with its September issue. This magazine-within-a-magazine is intended to be the first publication and service book for manufacturers and specialists who make, sell, install, and service all sorts of public address systems, central radio intercommunicating equipment and group hearing aids. The section will carry advertising and a body of editorial material dealing with this special field. Dr. Orestes H. Caldwell is editor.



Tells the world how to cook: Helen Robertson, homemaker of the Cleveland *Plain Dealer*, is the author of a recently issued cook book, "The Merry Mixer," published by Frederick A. Stokes Co. Cleveland women are so sold on her recipes that several department stores sold out when the book went on counters.

### Simplicity Promotes Singer

Simplicity Pattern Co., Inc., has appointed Harry Singer as advertising director of *Simplicity Magazine*. He will launch "an aggressive promotional campaign" to develop the publication as a national medium with 100% woman readership. Circulation of 8,000,000 is the highest in its nine-year history.

Murray B. Grabhorn, former v.-p. of John Blair and Co., national station representatives, has been appointed manager of station KEHE, Los Angeles, announces Ford Billings, director of Hearst Radio activities on the Pacific Coast.

SEPTEMBER 1, 1937

### Launch Sea-Lite, Life Preserver That Lights Up

The Sea-Lite life preserver has an automatic light that flashes on by contact with fresh or salt water. It burns steadily for 72 hours and thereby greatly increases the chances of rescue of the person wearing it. Sea-Lite Manufacturing Co., Boston, is the maker. President of the new company is Norman M. Christianson; Robert H. Miller is v.-p. in charge of sales.

Those who go down to the sea in ships have yearned for some such device, which would be truly a life saver on the deep. When the *Morro Castle* burned and sank, scores of passengers and members of the crew were lost because rescuers could not find them in the dark. Officers of rescue ships testified afterward that none of the stricken vessel's lifeboats showed a light, much less the unfortunates struggling in the water.

That horrible tragedy spurred Gunnar A. F. Winckler to invent Sea-Lite. A graduate of Worcester Polytech Institute and a former research engineer for General Electric, Mr. Winckler foresees a broad market for his invention among owners of com-

mercial and pleasure craft. Uncle Sam has approved it, and placed orders for a quantity. Because no switches have to be turned on, mere contact with water producing the light, even an unconscious castaway is protected by Sea-Lite.

Marine dealers and yacht supply houses are handling the product. Initial advertising has been placed in *Motor Boating*, *Marine News*, and *New England Yachtsman* by Bennett & Snow, Inc., Boston agency.

### Laco Acquires Pompeian

Laco Products, Inc., Waltham, Mass., has acquired the Pompeian Co., Inc., cosmetic manufacturers of Bloomfield, N. J. Pompeian, maker of facial and massage creams and other beauty preparations, has been a national advertiser for over 40 years. Laco's products include olive oil castile soap, shampoo, powder, and olive oil, all sold under the Laco brand.

Joseph Katz Advertising Agency, Laco's present agency, will handle promotion of both lines. Plans are being formulated for future Pompeian merchandising.

## BAY CITY TIMES' LINAGE UP 16%



### ANOTHER INDICATION OF BAY CITY'S REMARKABLE GROWTH



Local linage, the most sensitive and significant of all advertising barometers, is up 16% over 1936 in the Bay City Times. Bay City is growing rapidly. New factories are opening up. Employment and purchasing power are increasing. For further information, write or call I. A. Klein, 50 East 42nd Street, New York; or John E. Lutz, 435 N. Michigan Avenue, Chicago.

The other 7 Booth Michigan papers are:

Ann Arbor News  
Saginaw News  
Grand Rapids Press  
Flint Journal  
Muskegon Chronicle  
Jackson Citizen Patriot  
Kalamazoo Gazette

## The 8 Booth Papers

Cover Your Michigan Market Outside Detroit



# SALES LETTERS

BY MAXWELL DROKE

## Deponent, Being Duly Sworn, States: Smiles Bring Sales

Those stiff and starchy executives who cannot unbend sufficiently to perpetrate a clever stunt now and then miss a lot of fun—and, quite incidentally, a lot of business, too. I was reminded of this truth anew when Sam Kazook, of Colonial Stove Company was telling me the other day of one of their stunts that worked out pretty well. A very legal-looking document was sent out to the trade, worded as follows:

### "Affidavit

"Pat Casey, sales director for the Colonial Stove Company, of the City of Philadelphia, County of Philadelphia, State of Pennsylvania, hereby deposes and says:

"That the Colonial Stove Company has, over a period of many years developed a steel wall cabinet.

"That the purposes are as follows:

To provide for practical, efficient,

sanitary storage compartments for the home and factory, for use in:

1.—Kitchens and pantries (of homes, apartments, cafeterias, restaurants, hospitals, etc.) to be placed on walls over sinks, ranges, refrigerators, tables, bases, and working surfaces. (Easily hung on any wall.)

2.—Bathrooms as utility, linen and storage closets.

3.—Factories, shops and mills as storage, tool and parts compartments (finished in other colors at less cost than steel shelving).

Deponent further avers that these good steel wall cabinets, well constructed and finished, are reasonably priced to the consumer, and that:

"The discount structure to the dealer and distributor is sound, fair and equitable, allowing for a legitimate margin of profit.

"That he will take pleasure in answering all inquiries, correspondence and orders promptly, and, in respect to cooperation

and fair dealing, has over half a century of reputation and experience, which is at once the envy and despair of all in the manufacturing business.

"State of Pennsylvania  
City of Philadelphia

"On the tenth day of July, 1937, personally appeared before me one Pat Casey, swearing mightily and declaring the above statements to be true and correct, so 'elp me.

"(Signed) Pat Casey,  
Sales Director.

"(Signed) Ed Rhodes.  
"My commission expires  
unless this gets results."

Did I say this stunt worked out "pretty well"? Let's be a bit more specific. The Affidavit went to a list of 5,500 dealers located in principal trading areas of 40 states. By August 4, a total of 887 replies had been received, from which has resulted thus far 260 orders. The first four orders, incidentally, paid for the entire cost of printing and mailing the form. I am inclined to call this pretty creditable showing.

## Copycats Can't Click

The only objection to printing a case history of this type is that it probably will result in 987 additional Affidavit forms within a fortnight, most of which will be pretty gosh-awful. This stunt worked for Colonial because it was a refreshingly new slant. It won't produce equal results for others if it is worked to death. With this as an inspiration, why not try to work out an equally effective but decidedly different idea for your business?

Astute publishers have a saying that "pattern" books never make any money. Yet no sooner does a distinctive best seller bob up until there is an avalanche of imitators. "This is what the public wants," someone reasons. "We'll give 'em more of the same." But the fickle public has had its fill of that particular type of book, and has turned to something entirely different. The pale carbon copies turn out to be mutilage merchandise on the dealer's shelves. And it is pretty much the same way with stunts. The only smart move is not to follow the other fellow, but to do a bit of originating yourself!

## Here's a Streamlined Letter That Says a Lot, Neatly

Wasn't it Horace Greely who apologized for a long editorial, with the explanation that he hadn't time to write a short one? It does take time, effort and ingenuity to develop a telegraphic terseness, but it is, upon occasion, well worth while. It strikes me that W. N. Ryan, general sales manager of American Register Co. has succeeded admirably in a letter introducing his company's new Carryabout register. It

impresses me most favorably. I think you'll like it, too:

"Your time is *not* my time—so I'll be brief. Our new Carryabout Register is just what the name implies—but it can also be used as a counter register or even on your desk. It will "go places" or "stay put."

"Its operation is simple—the principle is new—its cost low—register always loaded—carbon in place—register is "right there" ready to "write there."

"We have standardized many forms—one of the attached may fit into your business and replace an expensive "tailor-made" job.

"Picture is enclosed. For more information mail the enclosed prepaid card—no obligation; no need for the Carryabout, no sale; no sale, no hard feelings."

## While This One Illustrates the Virtues of Simplicity

My good friend, Mr. J. M. Richardson, Jr., of Cincinnati, sends me this form letter from the Felix Girard Co. of Minneapolis, with the comment, "If our plants were subject to rodents, this letter would certainly make a sale." I, too, think the letter is remarkably effective. Yet on close examination there appears to be nothing very remarkable about it. It would seem that simple sincerity has not yet lost its pulling power. What do you think?

"What is a guaranty?

"Boiled down, most of them don't mean a whole lot.

"My guaranty means something.

"I offer to ship you, open account, a sufficient supply of Red Cross Rat and Mouse Embalmer to effectually stop your rat and mouse lossage. You do not pay me a single penny unless *you are satisfied* that the Embalmer has proved itself a worth-while investment. *You are the sole judge and your decision is final.* All we require is a simple statement to the effect that you are not pleased and credit is immediately issued.

"That, you will agree, is an unusually liberal guaranty. We couldn't make it—no one could—without an outstandingly superior product to back it up.

"Rats and mice on your property mean dollars and cents loss to you every day. They *have* to eat to stay there!

"Order one pound of the Embalmer for each 5,000 square feet of your badly infested floor space. (Of course it will go farther in lightly infested areas.) Bait your entire infested space at one time—that is the way to get a complete riddance overnight.

"The Embalmer is only \$3 per pound. That's cheap—a lot less than your rats will cost you tonight. So use the handy order card now—before it slips your mind.

"You have to profit on this deal. It is simply impossible to lose.

"Profit With Prompt Action."

SALES MANAGEMENT



Maxwell Droke

### Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.



## Libby Begins to Tell Buyers Exactly What Is in the Can

(Continued from page 36)

as long as seven years ago. We asked our home economics experts to make a careful study of the matter.

"They went out and talked to thousands of women. They met them in committees and singly. They talked to old women, middle-aged women, brides. Some were approached bluntly on the subject while the matter was led up to, a bit deviously, in other instances, to catch them off guard.

"We found that practically all housewives felt that there was something lacking on the average can. The label didn't give the complete picture. We considered, seriously, the idea of labeling foods as Grade A, B, C, and D. That might solve the problem to some measure. Certain experts thought it might.

"But when we came to analyze the proposition a number of doubts thrust up their heads. One was that we feared such arbitrary grading took away from the housewife her prerogative of deciding for herself what she considered the best in flavor and quality.

### Why Grade Labeling Lost

"How could the housewife know, unless we explained to her, for example, that the only difference between a first grade and a second grade peach might be that one was a bit more perfect in shape than the other, or entirely without blemish, or that the syrup was a bit heavier?

"Why prejudice the user beyond the supporting facts?

"Then we got around to this: By what measures or rules could a food be classified in that manner? Anything more than the canner's judgment? And if, in his enthusiasm for his product, he graded too high, what then? The law might get him.

"Who would say then whether the canner or the law was right? Whether the law were violated or not would be a matter of guess and judgment. We couldn't see the idea as practical. Or workable. The rights of both the canners and the consumers must be safeguarded.

"We think, for example, that asparagus, in cans, can be described so that the buyer, without opening the can, will be able to know just what she's getting. Here, for example, is how we describe our various packs of asparagus:

#### SPEARS

**GIANT**—White or green. Peeled or unpeeled. Packed under Libby label. Square cans.

No. 2½ can—8-11 spears

**COLOSSAL**—White or green. Peeled or unpeeled. Packed under Libby label. Square cans.

No. 2½ can—12-16 spears

**MAMMOTH**—White or green. Peeled or unpeeled. Packed under Libby label. Square cans.

No. 2½ can—17-24 spears

**LARGE**—White or green. Peeled or unpeeled. Packed under Libby label. Square cans.

No. 2½ can—25-34 spears

**MEDIUM**—White or green. Peeled or unpeeled. Packed under Libby label. Square cans.

No. 2½ can—35-44 spears

**CUTS**—Ungraded as to size and color. Packed under Hillsdale label. Round cans.

No. 2½—no count  
No. 10—no count

**UNGRADED**—Square cans.

No. 2½ can—17-23 spears  
No. 1 can—16-30 spears  
No. 1 can—31-45 spears

#### ALL GREEN

No. 2—Tall Spears. Picnic and No. 1 Square Tips.

#### TIPS

**COLOSSAL**—White or green. Unpeeled only. Packed under Libby label. Square cans.

No. 1 can—12-20 tips

**MAMMOTH**—White or green. Unpeeled only. Packed under Libby label. Square cans.

No. 1 can—21-30 tips  
Picnic can—11-16 tips

**LARGE**—White or green. Unpeeled only. Packed under Libby label. Square cans.

No. 1 can—31-40 tips  
Picnic can—17-22 tips

**MEDIUM**—White or green. Unpeeled only. Packed under Libby label. Square cans.

No. 1 can—41-60 tips  
Picnic can—23-30 tips

**SMALL**—White or green. Unpeeled only. Packed under Libby label. Square cans.

No. 1 can—61-80 tips  
Picnic can—31-45 tips

**UNGRADED**—Round can.

No. 1 can—20-35 spears

Graded asparagus packed white or green. Large to giant spears are peeled or unpeeled. All others unpeeled only—Ungraded and cuts Hillsdale label—others Libby.

grades of asparagus. But if the label tells just what's inside the can you have no complaint.

"Our peaches are canned in California; our pears in Washington, Oregon and California; our grapefruit comes from Florida; our plums from Oregon. Berries are packed in Oregon and Washington. We think it good business to let the buyer know where the contents of the can originates.

"When a can contains half-peaches we think the buyer should be told how many half-peaches and we think the number of servings in the can will help the housewife in determining how big a can to buy. That avoids scant servings and it also avoids leftovers or waste.

"Grocery clerks, as a rule, can't give the housewife very much information about a can of food products. They know very little beyond what the label says. How can they, with so many cans and so many brands? Yet any clerk will tell you that he is steadily barraged with questions as to the quality of the product.

"His answer is stereotyped. Anything he handles, in his mind, is good. Some may be a bit better than another—especially if it is higher priced and carries a bit longer profit.

"We began to use descriptive labels in a limited way about two years ago. We didn't advertise the fact. We just put the new labels on the market and watched. We found that women read the labels and seemed satisfied.

"We are trying to picture, on the label, just what the can contains. We no longer use a handsome idealized picture of a whole peach. If the can contains half-peaches then the half-



AIR EXPRESS, zooms America's shipments 2500 miles overnight! Complete day and night service to 216 cities, and all points between, in the United States and Canada. Direct to Latin-America, Honolulu, and the Far East. Low cost. True, modern economy. For service, telephone any office of Railway Express and say "AIR EXPRESS DIVISION!"





peach is shown; if sliced peaches, the picture shows them sliced.

"We no longer reproduce our labels from pretty paintings of what some artist thinks a fruit or berry should look like. We use color photography now. That gives a truer picture."

Mr. James picked up a can of ripe California olives. He pointed to the label. On it was pictured a ripe olive with the legend:

"Contents approximately 55 olives of size illustrated."

"At a glance," he said, "the buyer can visualize exactly what she is getting. We think that honest merchandising."

The label on a can of Queen Anne cherries said:

"Approximately 50 to 59 cherries of uniform size packed in heavy syrup."

A can of pineapple was labeled "Eight slices," with other informative reading matter.

So far no consumer advertising has been done to tell the story. That, presumably, will come later when the change-over to the new type of label has progressed farther. Present advertising has been limited to the food trade except that some 400,000 charts telling the story have gone out to teachers and home economics experts and 7,500 sample kits—a half dozen cans each containing the new type of

label—have been given out at strategic points.

Enough has been done, however, to convince the Libby, McNeill & Libby management that it is blazing a new trail in labelling that will give the housewife a deep satisfaction. She doesn't like to buy a mystery can.

## Human Angles in Saving the Salesman Who Hits the Skids

(Continued from page 19)

It wasn't long before I discovered what was changing the man, and I talked with him and his wife on the subject. Our suggestion was that a certain portion of the husband's earnings be sent directly to the wife each month, for her to put aside as a special educational fund. The wife was delighted with the arrangement, although she had not wanted to initiate it herself. And the husband is now happy and hopeful again—and back in his old stride.

Health worry may be ended by nothing more than insisting that a man see a good doctor and undergo any treatment which may be necessary. We

all know how people will secretly worry about a poor state of health—and still do nothing about it. A man with such a secret fear is carrying too big a load to do a vigorous job of selling. It is surprising how much of the burden will melt by "just talking it out." Everyone knows how this works out in personal living—and it holds true, as well, in managing salesmen. I know that I often accomplish more by listening understandingly than I do by any other means.

One of the men—a chap, to look at now, that you'd think never had a sick day in his life—was ill for some time. A nervous condition. I used to go over to visit him, and it was during one of these visits that we got to the core of what was worrying him. He had been somewhat of a top sargeant within his family group, and then one thing and another had toppled his little power. The fact that his children were growing up, and less mentally dependent upon him, was one of the factors. During the long hours of driving about his job, when he had too much time for introspection, he concluded that his family didn't care about him as much as they used to; all that he was good for was to bring home the bacon, etc. He actually brooded himself into a sickbed with this situation, and it was only by talking it out and, I hope, the few things I was able to say to him, that he found himself again.

### "Honest Confession—"

Some of the same psychology is carried over to the other worry which cuts into sales—home trouble. A man who is worrying over some situation in his home life is usually a man who is slumping in sales, for no apparent reason. I don't pretend to be particularly equipped to solve such problems; I'm not strong on giving advice. But I do feel that I can be of help in talking with the salesman who has a problem; in just listening to him, in giving whatever help I can in working out a plan which will aid him. A domestic adjustment, a loan, or an operation, may sound like human happenings which don't belong to a sales desk. Yet they do emphatically.

Sometimes the "something wrong" may be a very small detail, but reflecting importantly on the sales volume, just the same. There was the instance of a good man who was switched to another territory where he really had more opportunity. His sales went quite into the reverse direction. Why? I discovered that he had a wife who hadn't wanted to move, who didn't

## BE WISE...

Experienced travelers judge for themselves. That's why you hear so many men and women say, "I always stop at Albert Pick Hotels." The superior service, unusual comfort, splendid cuisine and price economy of these fine hotels merit your patronage.



STOP AT ANY OF THESE

17

ALBERT PICK HOTELS

CHICAGO, ILL. .... GREAT NORTHERN

DETROIT, MICHIGAN..... TULLER  
DAYTON, OHIO..... MIAMI  
COLUMBUS, OHIO..... CHITTENDEN  
COLUMBUS, OHIO..... FORT HAYES  
TOLEDO, OHIO..... FORT MEIGS  
CINCINNATI, OHIO..... FOUNTAIN SQUARE  
CANTON, OHIO..... BELDEN  
ST. LOUIS, MO..... MARK TWAIN

INDIANAPOLIS, INDIANA..... ANTLERS  
SOUTH BEND, INDIANA..... OLIVER  
ANDERSON, INDIANA..... ANDERSON  
TERRE HAUTE, INDIANA..... TERRE HAUTE  
JACKSON, TENNESSEE..... NEW SOUTHERN  
ASHLAND, KENTUCKY..... VENTURA  
OWENSBORO, KENTUCKY..... OWENSBORO  
WACO, TEXAS..... RALEIGH



5000 ROOMS IN 8 STATES

like her new environment. And it was this attitude that bogged down her husband's salesmanship, kept him from putting his best into his job. He was changed back to a territory where the wife liked to live, and all was well.

This man exemplifies a point which is important—that there is no telling when a slump period is going to occur, or why. A man who isn't a "problem salesman" at all during any time of his long employment suddenly goes into a sales tailspin. Management must find the trouble's root. Interestingly enough, we find that good men who reach and pass middle age, as a rule, not only keep up their pace but increase their production. This is the period when the children grow up, go to high school and college, and they become more interested in more income, more savings, more output for the family's sake. Sometimes, the men who have played hard and worked hard, in their young days, produce even better at this juncture of life than the men who have lived too ordered an existence.

### No Rules; Let Instinct Guide

This brings us to a pet point of mine: Just as there are no rules for human behavior, so there can be no rules for managing salesmen, no collective plan. Each man must be managed as a personality unto himself, and to do this you must know him, you must have his confidence. With the exception of two of the men, whom I see intermittently because of the remoteness of their territories, I see all of our men at least once a month, many of them every week or so. I am frequently in the territory, when I can meet the men on their own ground. One of the younger men likes to talk until almost morning, telling me everything that has been happening to him.

As a major part of the success of sales transactions depends on the degree of confidence which a dealer places in the salesman, so does confidence enter importantly into sales management. It cannot be coerced; it must be patiently created—and sustained.

Recently I had returned from a territorial trip when one of the men I had just seen began to send in sales reports which were not merely bad, they were awful. I knew that something must have happened, and almost over night, and I wrote him to get in touch with me, by letter, at my home address, and tell me what had happened. He did. It was "heart trouble," which became the subject of many letters between us. He directed his let-

ters to my home address, and I answered them in my doubtful longhand. But I was never more pleased than when he told me that it was this correspondence which carried him up and over a difficult time.

A business efficiency expert, with his hands on reports and his eye on visual systems, may find it difficult to subscribe to this confessedly intangible plan of managing salesmen. But an impresario, who takes an opera company on tour, would know exactly what I mean!

### Du Pont Plans Seventh "Cellophane" Factory

E. I. du Pont de Nemours & Co. is about to erect the seventh in its chain of plants in various parts of the country producing "Cellophane." The new unit, to cost "several million dollars," will be at Clinton, Iowa, the first such du Pont plant west of the Mississippi, and will employ about 500 people. The other six plants are at Nashville, Tenn., Richmond, Va., and Buffalo, N. Y., with two in each city. Ground is now being broken for the Clinton factory in a tract of land just outside the city. The plant itself, with its own power generating equipment, will cover about 22 acres.

## Meet the ARM CHAIR SHOPPER on WDRC

Tell your story to more than a million people who listen to WDRC because **THEY LIKE IT**. It's a key network station for Columbia. It's the **CHOICE** of local advertisers . . . It **MUST** be good!

**WDRC**  
"THE ADVERTISING TEST STATION  
IN THE ADVERTISING TEST CITY"  
HARTFORD, CONN.

## A Perfect PLACE FOR YOUR ADVERTISEMENT

### ...the RITE-RITE

**EXETER**... This snappy-looking mechanical pencil, with your advertisement or name imprinted, will put your sales campaign across permanently. Everyone everywhere uses pencils and RITE-RITE, with its national advertising campaign, makes this pencil first choice for premium use.

**SEND NOW FOR FREE SAMPLE ON YOUR  
REGULAR BUSINESS STATIONERY**

We will also rush complete prices and illustrated catalog of a large variety of attractive pencils and writing accessories especially designed for premium use.

**RITE-RITE**  
MANUFACTURING CO.

1501 W. POLK STREET  
CHICAGO ILLINOIS





## Cut-to-measure advertising

Advertising men have often told me how to run a magazine, so they shouldn't mind if I give them my layman's ideas about advertising.

A magazine can please everyone a little, or please a selective audience very much. We aim to make THE DIGEST a custom fit for one type of person. A good deal of advertising, it seems to me, is hardly an exact fit for anyone.

For people are not all alike. The president of a company and the clever boy he recruits from the campus have different measurements. Matters which bore the boy are interesting and important to the president, who is indifferent to the editorial raw meat which pleases the boy.

If less than half a million people can afford what you advertise, doesn't it worry you to pay for reaching ten million? That adds up to 95% waste. If you want to reach people above the average, is a magazine obviously produced for run-of-the-mill mentality the right means?

THE DIGEST is edited for men and women who are mentally vital, but too busy to be intellectual. They are curious about truth but have little time to seek it. Yet they must know what the world is doing and thinking—the new ideas which are undermining traditions and institutions.

THE DIGEST is cut to the measure of that man or woman—and the fit is good. If what you make is for busy people of good income, you can reach half a million of them by advertising in THE DIGEST.

ALBERT SHAW, JR.

PUBLISHER OF



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

## Ohio Offers State-Wide Test Market of 48 Small Cities

Much has been written and said about test markets. Usually by this term is meant individual city markets, chosen for their location, or proved responsiveness, or normal or excellent rating with regard to market potential. The state of Ohio, however, provides a unique test market in a selected group of small cities, strategically located throughout the state, representative of the 4,000,000 small town and city as well as rural population of that industrial-agricultural balanced state. Known among newspaper advertisers as the *Ohio Select List*, this is frankly a newspaper market, reached by 50 newspapers with a combined circulation of 400,000. There are in all 48 small city markets in the list, with combined city-zone population of 840,000. Advertisers who have operated through this list need no further information, except that a new study has just been completed for the group, entitled "*Ohio's Small City Market*." Any executives not familiar with the market and its advertising set-up should look into the matter. The market study is somewhat of a model in its size and completeness, with a general introduction tracing the history and development of this group and concluding with detailed market and coverage data for each of the 48 city markets. Each city is mapped, showing city and county lines, automobile roads, and relation to other metropolitan centers not included in the list. A description of the industrial activities, naming important industries in each town, together with payroll information and a market summary showing population, income, retail sales and buying indices is brief but complete. Each newspaper is likewise described, its circulation detailed, and some information as to merchandising facilities available. Copies of this study, flexible-bound, are available through the offices of the John W. Cullen Company in Detroit or New York, and mail inquiries should be addressed to J. W. Cullen, Jr., John W. Cullen Company, 8 South Michigan Ave., Chicago, Ill.

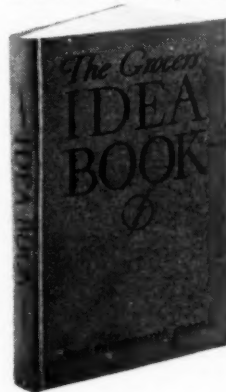
## Sales Potentials of Winter Months Pictured by O.A.I.

Outdoor advertising interests are not only talking about the weather, but doing something about it! Those Winter months, popularized in countless ways through sports activities in recent years, are shown to be months of high sales (and advertising) potential in a current promotion booklet designed frankly to make advertisers keep on keeping on with their outdoor display advertising from Fall to Spring.

Titled, aptly, "*You will love me in December, January, February, as you did in May, June, July.*" Gives impressive (and graphic) statistics on the increase in Winter activities—Winter sports, movie attendance, hotel activity, automobile driving (closed cars plus gasoline consumption, 1920 vs. 1936). In addition to its primary value as an index to greater use of outdoor advertising, the book may well suggest similar concentration on these Winter months by other selling organizations. Worth looking into. Requests to C. O. Bridwell, Outdoor Advertising, Inc., 60 East 42nd St., New York City.

## Ideas for Food Merchandisers In New Grocery Handbook

"*The Grocer's Idea Book*," recently published by *The Progressive Grocer*, is a veritable mine of information for salesmen who (1) call on the grocery trade, and (2) sell merchandising ideas as well as their line. Sales executives in that field should find the book extremely valuable in any training program, and possibly as an addition to the sales kit of the men on their force. Edited by Ralph F. Linder, managing editor of the



magazine, it contains 470 separate articles and 250 illustrations. In a 200-page book this means considerably more than an idea and an illustration per page, covering tested ideas for retail grocers on selling, display, window display, service and delivery, credit and collections, advertising,

special events, and many other related subjects. Cloth bound, well indexed, built to stand rough usage, the book sells for \$2 per copy. Is being sold, of course, to the grocery trade, but it will be a rare grocer who cannot be given valuable suggestions from it by alert salesmen. Orders to Ralph F. Linder, *The Progressive Grocer*, 161 Sixth Avenue, New York City. Quantity rates, where the book is used by organizations, are available on request.

## Graphic Studies Show Retail Sales Done in Small Towns

A powerful and condensed deduction from the 1935 Census of Distribution as to the importance of towns under 10,000 population in the marketing scheme of things has just come from *Household Magazine*. It consists of a series of bar-charts analyzing the per cent of retail sales done, in the 48 states, in these towns. The first chart shows the per cent of total retail sales in towns of under 10,000, ranging from Rhode Island, with 8%, to Idaho, with 79%. More than half (27 states) of the 48 states are shown to average 50% of their total retail sales in these towns. Following analyses show some data for food store sales (29 states, 52%); drug store sales (24 states, 50%); lumber, building and hardware sales (41 states, 58%); and automotive sales (31 states, 50%). Promoting the small town market, *Household* merely asks, in each instance, if this market factor is taken into consideration in the purchase of magazine advertising space. It's a

SALES MANAGEMENT



fair question, and the information here presented should be valuable to all national advertisers, especially those in the fields singled out for analysis. The charts, loose-leaf bound, will be sent on request for "Distribution of Retail Sales by States in Towns Under 10,000 Population," addressing René Pepin, *Household Magazine*, 420 Lexington Avenue, New York City.

When sending for this, better also ask for "The Institute That Begins at Home," a recent promotional booklet describing the many activities of the *Household Searchlight*, the home established by *Household Magazine* where real folks (editors and the like) live, and give living as well as laboratory tests to the products under observation. Hence arise the *Searchlight* approved seals used by many advertisers.

### Self Analysis Advised for Industry at the Crossroads

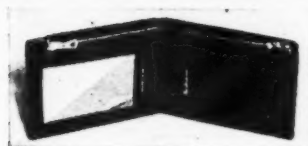
"American industry stands at the crossroads. Its leaders are faced with making momentous decisions on many vital questions. These will modify not only the future of their own businesses, but will affect the future of America itself. No individual business is any longer entirely private or personal. Its powers of self-determination are limited. As a result of public scrutiny and public judgments, it is dominated to an increasing extent by forces out of its own control."

This introduction to a survey made among 442 industrial leaders is a challenge to the sales executives of the country. It sets the tone of the booklet in which Market Research Corporation of America presents the queries, and the résumé of answers received, on the various uses being made and the information or lack of information general among executives, of these important new activities of business:

- (1) Industrial relations;
- (2) Public relations;
- (3) Economic research; and
- (4) Market research.

Individual chapters in the condensed 30-page report are devoted to each of these subjects. In addition to a summary of important points brought out bearing on each, a number of individual responses are quoted, showing the most advanced thinking, as well as operation, going on in numbers of industries. Concluding are lists of the organizations or individuals recognized and named as specialists in each field.

### The Perfect Gift A Goodwill Builder of Permanent Advertising Value



A man's Billfold is his most personal possession. He uses it constantly. It is a medium of advertising which will remind your customers of your firm favorably, frequently and for a long time.

Made by expert craftsmen in a wide variety of styles to meet your most particular client. •••

Write for samples, prices and distribution plans.

**The Meeker Company, Inc.**  
Mfrs. of recognized Leather Goods  
JOPLIN, MISSOURI

It is in short, a stimulating study, which which deserves wide circulation among sales and general management executives. Requests to Percival White, Market Research Corporation of America, 1250 Sixth Avenue, New York City. Ask for "Industrial Relations—Market Research" Survey.

### American Home Metropolitan And Suburban Market Study

You don't have to be an advertiser in *American Home* to get substantial market data from "The 96 Richest Markets." Chances are that if you are using its columns this study has already reached you. Any sales organization, however, concentrating its sales and advertising efforts on the metropolitan centers of the country may find the pocket-sized book, with its population-circulation breakdown, and maps of each of the 96 markets, a short cut to needed information. Study covers each of the markets having over 100,000 population, and their suburbs, as defined by the Department of Commerce. Shows number and percent of native white families in the metropolitan district, and divided as to central city and outside central city. Itemizes central city population, towns outside central city, and lumps population of places less than 2,500. Especially important in allocating suburban communities in respect to their central city sales and advertising. Includes a list with populations of 156 cities, 25,000 to 99,999 population, the suburban limits of which have not yet been defined. Requests to F. L. Stevenson, *The American Home*, 444 Madison Avenue, New York City.

### Fair Trade Law Manual Analyzes State Legislation

The "Manual on State Trade Practice Regulation Laws" recently published by the Institute of Distribution is, so far as we know, the only available digest of Fair Trade legislation. As such, it will interest most manufacturers engaged in interstate commerce. In four sections: (1) State laws authorizing resale price agreements, giving for each state the date of law, number of manufacturers using, method of enforcement, and miscellaneous data, itemizing particular types of sales considered as evading contract prices, exceptions from resale price agreements, etc. (2) Unfair practices acts, citing state laws prohibiting sales below cost, itemizing for each state the date and name of law, definitions of cost, and coverage and penalties. (3) Anti-discrimination acts, or state laws prohibiting discrimination in selling prices and/or purchase prices, itemizing date and name of each state law, and special provisions covering, in the main, methods of enforcement, damages, and definitions of application of act. (4) Summary of pending Federal Trade Commission enforcement of Robinson-Patman Act, naming defendant corporations, nature of complaints, and time and nature of answer filed. All information as of July 10, 1937. Cost, \$1 per copy. Passage of the Miller-Tydings bill, enabling act coordinating state price control legislation, makes this survey of current state measures specially valuable. Orders to Institute of Distribution, Inc., 570 Seventh Ave., New York City.

## Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

#### EXECUTIVES WANTED

**SALARIED POSITIONS, \$2,500 to \$26,000.** This thoroughly organized advertising service of 27 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

#### PHOTO OFFSET

**PLANOGRAPH** Offset Users; Set display type like printer in composing stick—with FOTOTYPE cardboard letters. Save composition on paste-ups. Write for folder. Fototype, 625 West Washington, Chicago.

#### POSITION WANTED

##### WHAT ABOUT CANADA?

Do you need representation in Canada? Advertiser, whose experience qualifies him for position of Sales or Branch Manager, is located in center of Canada's industrial section; nineteen years' selling and sales supervising: Hardware Specialties, Metals, Wire Products, Machinery and Supplies, Engineering Equipment, etc. British and Continental importing experience. Age 37.

His practical work as salesman and in sales management is supported by intensive study of sales management principles and markets. Thorough grounding in marketing problems. Interview requested, without obligation to you. Box 546, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

#### POSITION WANTED (Cont.)

**SALES—ADVERTISING EXECUTIVE, NOW** employed, successfully directing a national organization selling a high-priced intangible. Eleven years in present connection—forty years of age—robustly healthy. Able to train, build, and maintain a sales organization. Capable of writing, designing, and executing direct and institutional advertising. Familiar with printing. Can increase YOUR sales if your proposition is worthy and offers promise. Box 548, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

**YOUNG MAN WITH FIFTEEN YEARS' EXPERIENCE** in Industrial advertising and sales promotion work will be available September fifteenth. Familiar with Power, Electrical, Construction and Oil fields. Capable of preparing and managing complete campaigns. For complete details write to Box 549, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

**A MAN, AGE 35, VERSATILE, GOOD EDUCATION** and practical experience in sales management, organizing, general management, advertising, sales promotion and sales training, desires a new connection. A permanent place he can build into and stay with. The job he is seeking can be large or small but should need an unusually analytical mind, aggressiveness, diplomacy, ability to organize and build morale, ability to follow through on intelligent plans and programs and show a profit. Box 547, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

#### RESPONSIBLE POSITIONS

**OUR STRICTLY CONFIDENTIAL AND PERSONAL METHOD** conducts negotiations for high-grade positions. Each case prepared and executed separately. Employment and identity protected. Moderate cost. If you have earned over \$2,400 yr. write Dept. G, Craig & Gravatt, Schaff Bldg., Philadelphia, Pa.

# COMMENT

BY RAY BILL



**T**HANK YOU, CONGRESS, FOR ADJOURNING: While the last Congressional session proceeded and terminated with much more turmoil than had been anticipated by most observers, it nevertheless passed certain pieces of legislation which are destined to have far-reaching effect on the sales side of business. A terse review of what happened brings the following to mind:

1. The total expenditures authorized plus the failure to balance the budget clearly indicates a continuing trend toward inflation, and therefore a trend which, despite temporary downward turns, presages high and rising prices. This trend is further fortified by governmental and other developments in the field of Labor.

2. The activities of R.F.C. and similar priming set-ups have apparently definitely turned the peak. Exception is in the field of slum clearance, which will be much affected by the Wagner-Steagall Housing Act.

3. NRA came back only to the extent of the so-called "little NRA for coal." However, what develops in the light of experience in this field may cause a revival of NRA on a piecemeal basis in other industries.

4. The farmers were taken care of in a degree which leaves little doubt that either Congress or the Administration proposes to let the farmer down, at least until 1941.

5. The so-called Miller-Tydings Bill was passed as a rider to the District of Columbia appropriation bill. While this national legalizing of the so-called Fair Trade Acts of the individual states has many rather ardent advocates and opponents, it nevertheless is now the law of the land and is likely to remain so in view of the nature and strength of the political leverage responsible, first for widespread state action, and then for national action. With the possible exception of the Robinson-Patman Act, there has probably been no piece of legislation enacted, since the abolition of the NRA, which will require such careful and continuous study on the part of sales executives.

Future experience on a wide scale and over a substantial period of time will tell whether such legislation actually raises consumer prices in substantial degree and in a manner not justified by normal business expenses plus normal profits. Similarly, whether such laws will tend to foster trusts must be proved factually rather than through process of argument, however logical the latter may be.

Many practical critics, while substantially favorable to

the objectives of such laws when utilized in a wholly proper manner, are nevertheless highly skeptical of the degree of intelligence which will be applied in their use by many manufacturers and retailers. Many business men believe that the Miller-Tydings law will develop very intensive competition as between nationally advertised goods and private brands, but conservative analysis indicates that only future developments will prove conclusively whether either will win a *coup d'état*.

6. While the prodigal spending of money has not been substantially curbed, the amount allotted for relief purposes under the heading of WPA has been substantially curtailed, i.e., from \$2,200,000,000 to \$1,500,000,000, which is to say, from approximately 2,400,000 individuals to 1,600,000 individuals. This is a significant change in a direction which constituted one of the largest and most formidable challenges to a balanced budget.

7. Wages and hours legislation has been at least temporarily side-tracked and the immediate upheaval that might have followed the adoption of the proposed legislation along this line has been averted.

These are the high lights of the last session of Congress as we see them. To be sure, they do not present a stabilized or enduring picture, but in the aggregate they certainly create a rather bullish outlook for the near future. Such being the case, it would seem as if sales executives are surely well justified in proceeding with confidence as to both the potential sales volume and profit opportunities which lie ahead. In short, the immediate need of the times seems to be for aggressive sales enterprise—all along the line and with respect to sales manpower as well as to advertising and sales promotion outlays. Even when governmental processes are stabilized there are enough vicissitudes in business to challenge the abilities and energies of most sales executives. Governmental changes coming under the heading of surprises are accordingly especially unwelcome. Therefore, if for no other reason, it must offer considerable comfort to sales leaders to know that Congress is no longer in session and that the possibility of a special session is at least doubtful.

It may be difficult for legislators and governmental officials to understand, but nevertheless business prosperity is greatly affected by what can be described as a comparatively peaceful state of mind.











## *Now's the Time to Talk it Over!*

**Tell the millions—in  
their own homes—your  
aims and ideals**

**N**EVER before has so great an opportunity arisen for closer cooperation between management and worker, between industry and the public.

For *inside* the plant, man-to-man discussions and frank explanations have succeeded the curt command. And *outside* the plant, Public Opinion—the ultimate force in a democracy—is keenly alert. Alert... Concerned... Listening. Eager for the facts which will mould its

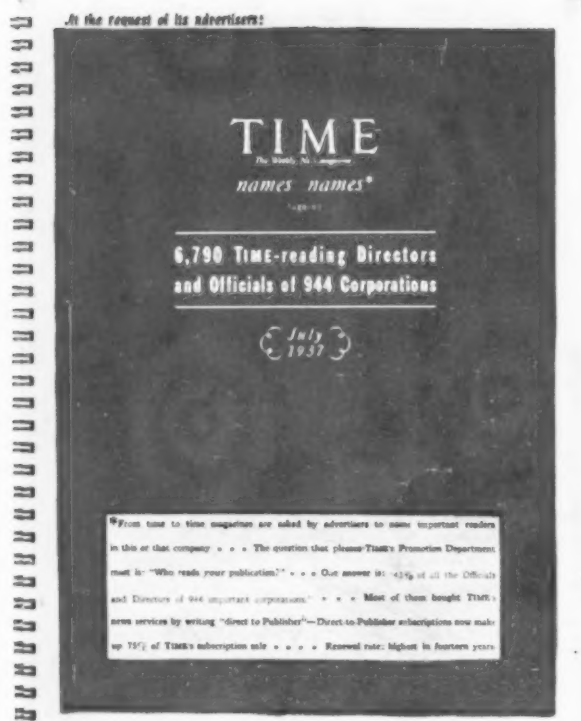
judgment on the changing patterns in our industrial life.

The most direct and intimate way of presenting your industry's aims to the public and to your own workers is through Radio—the *one medium* which is invited into 24,500,000 American homes. The surprising records of NBC Network Programs on such missions are available to business through NBC representatives—*everywhere*.

RCA presents the "Magic Key of RCA" every Sunday, 2 to 3 P. M., E. D. S. T., on the NBC Blue Network

**NATIONAL BROADCASTING COMPANY**  
*A Radio Corporation of America Service*

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1937's TIME-reading corporation officials. . . . To important men and their families, TIME is indispensable. . . . For in TIME, The Weekly Newsmagazine, every page in every issue is **NEWS**.

News of your product in TIME's advertising columns gets the attention of—

**650,000 important families who read TIME to find out about everything**